



**FEMA**



# ICS-100: Introduction to ICS

Student Manual

September 2005



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# **ICS-100: Introduction to ICS**

**EMI Course Number: IS100**

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**Student Manual**  
**September 2005**



## Course Background Information

<b>Purpose</b>	<p>This course provides training on and resources for personnel who require a basic understanding of the Incident Command System (ICS).</p> <hr/>
<b>Who Should Attend</b>	<p>ICS 100, Introduction to the Incident Command System, introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).</p> <p>The target audience includes persons involved with emergency planning, and response or recovery efforts.</p> <hr/>
<b>Course Objective</b>	<p>The course objective is to enable participants to demonstrate basic knowledge of the Incident Command System (ICS).</p> <hr/>
<b>Training Content</b>	<p>The training is comprised of the following lessons:</p> <ul style="list-style-type: none"><li>▪ Unit 1: Course Overview</li><li>▪ Unit 2: ICS Overview</li><li>▪ Unit 3: Basic Features of ICS</li><li>▪ Unit 4: Incident Commander &amp; Command Staff Functions</li><li>▪ Unit 5: General Staff Functions</li><li>▪ Unit 6: ICS Facilities</li><li>▪ Unit 7: Common Responsibilities</li><li>▪ Unit 8: Course Summary</li></ul> <hr/>



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## Unit 1: Course Overview

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## Unit 1: Course Overview Introduction to ICS



**Visual Description:** Unit Introduction

### Key Points

The Emergency Management Institute developed ICS 100, Introduction to ICS course, in collaboration with:

- National Wildfire Coordinating Group (NWCG)
- U.S. Department of Agriculture
- USFA's National Fire Programs Branch

ICS-100 follows NIMS guidelines and meets the NIMS Baseline Training requirements.

This course is the first in a series of ICS courses designed to meet all-hazard, all-agency NIMS ICS requirement for operational personnel. Descriptions and details about the other ICS courses in the series may be found on our web site: <http://training.fema.gov>.



## ICS-100 Course Objective

**Demonstrate basic knowledge of the Incident Command System (ICS).**



Unit 1:  
Course Overview

Visual 1.2

**Visual Description:** ICS-100 Course Objective

### Key Points

The objective for this course is for you to demonstrate basic knowledge of the Incident Command System (ICS).

This course is designed to provide **overall incident management skills** rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.



## Student Introductions

- Name, job title, and organization
- Overall experience with emergency or incident response
- ICS qualifications and most recent ICS experience



Unit 1:  
Course Overview

Visual 1.3

**Visual Description:** Student Introductions

## Key Points

Introduce yourself by providing:

- Your name, job title, and organization.
- A brief account of your overall experience with emergency or incident response.
- A short statement about your ICS qualifications and most recent ICS experience.



## Expectations

What do you expect  
to gain from this  
course?

Unit 1:  
Course Overview

Visual 1.4

**Visual Description:** What do you expect to gain from this course?

## Key Points



Jot down some notes below on what you expect to gain from this course.



### **Instructor Expectations**

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Use what you learn in the course to perform effectively within an ICS organization.

Unit 1:  
Course Overview

Visual 1.5

**Visual Description:** Instructor Expectations

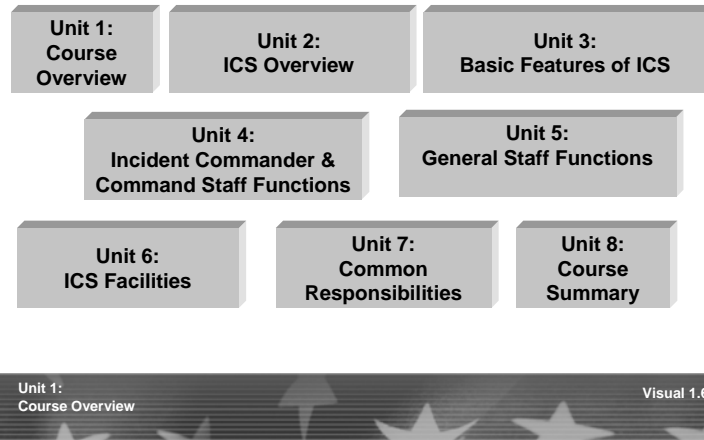
### **Key Points**

During this course, you will be expected to:

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Use what you learn in the course to perform effectively within an ICS organization.



## Course Structure



**Visual Description:** Course Structure

## Key Points

The course is divided into the following eight units:

- Unit 1: Course Overview
- Unit 2: ICS Overview
- Unit 3: Basic Features of ICS
- Unit 4: Incident Commander & Command Staff Functions
- Unit 5: General Staff Functions
- Unit 6: ICS Facilities
- Unit 7: Common Responsibilities
- Unit 8: Course Summary



### Course Logistics

- Course agenda
- Sign-in sheet
- Housekeeping:
  - Breaks
  - Message and telephone location
  - Cell phone policy
  - Facilities
  - Other concerns



Unit 1:  
Course Overview

Visual 1.7

**Visual Description:** Course Logistics

### Key Points

Your instructor will review the following logistical information:

- Course agenda
- Sign-in sheet

Housekeeping issues:

- Breaks
- Message and telephone location
- Cell phone policy
- Facilities
- Other concerns



### Successful Course Completion

- Participate in unit activities/exercises.
- Achieve 75% or higher on the final exam.
- Complete the end-of-course evaluation.



Unit 1:  
Course Overview

Visual 1.8

**Visual Description:** Successful Course Completion

### Key Points

In order to successfully complete this course, you must:

- Participate in unit activities/exercises.
- Achieve 75% or higher on the final exam.
- Complete the end-of-course evaluation.

A glossary is located at the end of this unit. Take a moment to review the glossary. You should refer to this glossary throughout the training session.

The next unit will provide an overview of the Incident Command System.

**A**

**Action Plan:** See Incident Action Plan.

**Agency:** An agency is a division of government with a specific function, or a nongovernmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency, Jurisdictional Agency, and Multiagency Incident.)

**Agency Administrator or Executive:** Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

**Agency Dispatch:** The agency or jurisdictional facility from which resources are allocated to incidents.

**Agency Representative:** An individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Incident Liaison Officer.

**Air Operations Branch Director:** The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

**Allocated Resources:** Resources dispatched to an incident.

**All-Risk:** Any incident or event, natural or human-caused, that warrants action to protect life, property, environment, public health and safety, and minimize disruption of governmental, social, and economic activities.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization, or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Assigned Resources:** Resources checked in and assigned work tasks on an incident.

**Assignments:** Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

**Assistant:** Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**B**

**Base:** The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.

**Branch:** The organizational level having functional or geographic responsibility for major parts of the Operations or Logistics functions. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals or by functional name (e.g., medical, security, etc.).

**C**

**Cache:** A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

**Camp:** A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

**Chain of Command:** A series of management positions in order of authority.

**Check-In:** The process whereby resources first report to an incident. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments).

**Chief:** The ICS title for individuals responsible for functional Sections: Operations, Planning, Logistics, and Finance/Administration.

**Clear Text:** The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing clear text.

**Command:** The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

**Command Post:** See Incident Command Post.

**Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

**Communication Unit:** An organizational Unit in the Logistics Section responsible for providing communication services at an incident. A Communication Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

**Compacts:** Formal working agreements among agencies to obtain mutual aid.

**Compensation/Claims Unit:** Functional Unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

**Complex:** Two or more individual incidents located in the same general area that are assigned to a single Incident Commander or to Unified Command.

**Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Coordination:** The process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or interagency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

**Coordination Center:** A facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

**Cost Sharing Agreements:** Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be oral between authorized agency or jurisdictional representatives at the incident.

**Cost Unit:** Functional Unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

**Crew:** See Single Resource.

## D

**Delegation of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

**Demobilization Unit:** Functional Unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

**Deputy:** A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Director:** The ICS title for individuals responsible for supervision of a Branch.

**Dispatch:** The implementation of a command decision to move a resource or resources from one place to another.

**Dispatch Center:** A facility from which resources are ordered, mobilized, and assigned to an incident.

**Division:** Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

**Documentation Unit:** Functional Unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

**E**

**Emergency:** Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Management Coordinator/Director:** The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.

**Emergency Operations Centers (EOCs):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

**Emergency Operations Plan (EOP):** The plan that each jurisdiction has and maintains for responding to appropriate hazards.

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**F**

**Facilities Unit:** Functional Unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**Field Operations Guide:** A pocket-size manual of instructions on the application of the Incident Command System.

**Finance/Administration Section:** The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

**Food Unit:** Functional Unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**G**

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Ground Support Unit:** Functional Unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

**Group:** Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

**H**

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Helibase:** The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident Base.

**Helispot:** Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

**Hierarchy of Command:** See Chain of Command.

**I**

**Incident:** An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Base:** Location at the incident where the primary Logistics functions are coordinated and administered. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base. There is only one Base per incident.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Communications Center:** The location of the Communications Unit and the Message Center.

**Incident Complex:** See Complex.

**Incident Management Team (IMT):** The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for the selection of appropriate strategy(ies), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

**Incident of National Significance:** Based on criteria established in HSPD-5 (paragraph 4), an actual or potential high-impact event that requires a coordinated and effective response by and appropriate combination of Federal, State, local, tribal, nongovernmental, and/or private-sector entities in order to save lives and minimize damage, and provide the basis for long-term community recovery and mitigation activities. (Source: National Response Plan)

**Incident Types:** Incidents are categorized by five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex.

**Incident Support Organization:** Includes any off-incident support provided to an incident. Examples would be Agency Dispatch centers, Airports, Mobilization Centers, etc.

**Initial Action:** The actions taken by resources that are the first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.

**Intelligence Officer:** The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

## J

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Jurisdictional Agency:** The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

## K

**Kinds of Resources:** Describe what the resource is (e.g., medic, firefighter, planning section chief, helicopters, ambulances, combustible gas indicators, bulldozers).

## L

**Landing Zone:** See Helispot.

**Leader:** The ICS title for an individual responsible for a Task Force, Strike Team, or functional Unit.

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Liaison Officer (LNO):** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. The Liaison Officer may have Assistants.

**Logistics:** Providing resources and other services to support incident management.

**Logistics Section:** The Section responsible for providing facilities, services, and materials for the incident.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

**M**

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**Managers:** Individuals within ICS organizational Units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager.

**Medical Unit:** Functional Unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

**Message Center:** The Message Center is part of the Incident Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization:** The process and procedures used by all organizations (Federal, State, and local) for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Mobilization Center:** An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

**Multiagency Coordination (MAC):** The coordination of assisting agency resources and support to emergency operations.

**Multiagency Coordination Entity:** A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multiagency Coordination Systems (MACs):** Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

**Multiagency Incident:** An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

**Mutual-Aid Agreement:** Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

## N

**National Incident Management System (NIMS):** A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector; and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Response Plan (NRP):** A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

## O

**Officer:** The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

**Operational Period:** The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.

**Out-of-Service Resources:** Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

## P

**Planning Meeting:** A meeting held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations, and for service and support planning. On larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

**Planning Section:** Responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. The Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resources, Documentation, and Demobilization Units, as well as Technical Specialists.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preparedness Organizations:** The groups that provide interagency coordination for domestic incident management activities in a nonemergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Procurement Unit:** Functional Unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

## R

**Recorders:** Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.

**Reinforced Response:** Those resources requested in addition to the initial response.

**Reporting Locations:** Location or facilities where incoming resources can check in at the incident. (See Check-in.)

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; postincident reporting; and development of initiatives to mitigate the effects of future incidents.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

**Resources Unit:** Functional Unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

## S

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have Assistants.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**Segment:** A geographical area in which a Task Force/Strike Team Leader or Supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

**Service Branch:** A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communication, Medical, and Food Units.

**Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work Supervisor that can be used on an incident.

**Situation Unit:** Functional Unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

**Strategy:** The general direction selected to accomplish incident objectives set by the Incident Commander.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strike Team:** A specified combination of the same kind and type of resources with common communications and a Leader.

**Supervisor:** The ICS title for individuals responsible for a Division or Group.

**Supply Unit:** Functional Unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

**Support Branch:** A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support Units.

**Supporting Materials:** Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

**Support Resources:** Nontactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff.

## T

**Tactical Direction:** Direction given by the Operations Section Chief that includes the tactics required to implement the selected strategy, the selection and assignment of resources to carry out the tactics, directions for tactics implementation, and performance monitoring for each operational period.

**Tactics:** Deploying and directing resources on an incident to accomplish incident strategy and objectives.

**Task Force:** A combination of single resources assembled for a particular tactical need with common communications and a Leader.

**Team:** See Single Resource.

**Technical Specialists:** Personnel with special skills that can be used anywhere within the ICS organization.

**Threat:** An indication of possible violence, harm, or danger.

**Time Unit:** Functional Unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or, in the case of incident management teams, experience and qualifications.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Tribal:** Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) (43 U.S.C.A. and 1601 et seq.), that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

## U

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command and Unified Command.)

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.

**Unit:** The organizational element having functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.



**Your Notes**

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## Unit 2: ICS Overview

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## Unit 2: ICS Overview



**Visual Description:** Unit Introduction

### Key Points

Unit 2 provides a general overview of the Incident Command System, or ICS.

The next visual, shown on the following page, outlines the objectives for this unit.



### Unit Objectives

- Identify three purposes of the Incident Command System (ICS).
- Identify requirements to use ICS.



Unit 2:  
ICS Overview

Visual 2.2

**Visual Description:** Unit Objectives

### Key Points

By the end of this unit, you should be able to:

- Identify three purposes of the Incident Command System (ICS).
  - Using management best practices, ICS helps to ensure:
    - The safety of responders and others.
    - The achievement of tactical objectives.
    - The efficient use of resources.
- Identify requirements to use ICS.
  - National Incident Management Systems (NIMS)
  - Superfund Amendments and Reauthorization Act (SARA) – 1986
  - Occupational Safety and Health Administration (OSHA) Rule 1910.120
  - State and Local Regulations



### Video: ICS Overview



Click on the video.

Unit 2:  
ICS Overview

Visual 2.3

**Visual Description:** Video Presentation: ICS Overview

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### Key Points

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This video presentation provides an overview of what the Incident Command System is and why it is used. A complete transcript of the video appears on the next page.



**Jot down some notes, issues, or questions that you may want to address during the discussion following the video.**

**Transcript: Incident Command System**

An incident is an occurrence, either caused by humans or natural phenomena, that requires response actions to prevent or minimize loss of life or damage to property and/or the environment.

Examples of incidents include:

- Fire, both structural and wildland.
- Natural disasters, such as tornadoes, floods, ice storms, or earthquakes.
- Human and animal disease outbreaks.
- Search and rescue missions.
- Hazardous materials incidents.
- Criminal acts and crime scene investigations.
- Terrorist incidents, including the use of weapons of mass destruction.
- National Special Security Events, such as Presidential visits or the Super Bowl.
- Other planned events, such as parades or demonstrations.

Given the magnitude of these types of events, it's not always possible for any one agency alone to handle the management and resource needs.

Partnerships are often required among local, State, tribal, and Federal agencies. These partners must work together in a smooth, coordinated effort under the same management system.

The Incident Command System, or ICS, is a standardized, on-scene, all-hazard incident management concept. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

ICS has considerable internal flexibility. It can grow or shrink to meet different needs. This flexibility makes it a very cost-effective and efficient management approach for both small and large situations.

In the next video segment, you'll learn about the origins of ICS.

## Topic

## What Is an Incident?



## What Is an Incident?

An incident is . . .

. . . an occurrence, either caused by human or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment.



Unit 2:  
ICS Overview

Visual 2.4

**Visual Description:** What Is an Incident?

### Key Points

An incident is an occurrence, either caused by human or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment.



## What Is ICS?

### The Incident Command System:

- Is a standardized, on-scene, all-hazard incident management concept.
- Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

Unit 2:  
ICS Overview

Visual 2.5

**Visual Description:** What Is ICS?

## Key Points

The Incident Command System (ICS):

- Is a standardized, on-scene, all-hazard incident management concept.
- Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.



## ICS Purposes

Using management best practices, ICS helps to ensure:

- The safety of responders and others.
- The achievement of tactical objectives.
- The efficient use of resources.



Unit 2:  
ICS Overview

Visual 2.6

**Visual Description:** ICS Purposes

## Key Points

By using management best practices, ICS helps to ensure:

- The safety of responders and others.
- The achievement of tactical objectives.
- The efficient use of resources.



### Video: History of ICS



Click on the video.

Unit 2:  
ICS Overview

Visual 2.7

**Visual Description:** Video Presentation: History of ICS

### Key Points

This video explains why the Incident Command System was initially developed. A complete transcript of the video appears on the next page.



**Jot down some notes, issues, or questions that you may want to address during the discussion following the video.**

**Video Discussion****Transcript: History of the Incident Command System**

The Incident Command System (ICS) was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of this disaster studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics.

What were the lessons learned? Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

Weaknesses in incident management were often due to:

- Lack of accountability, including unclear chains of command and supervision.
- Poor communication due to both inefficient uses of available communications systems and conflicting codes and terminology.
- Lack of an orderly, systematic planning process.
- No common, flexible, predesigned management structure that enables commanders to delegate responsibilities and manage workloads efficiently.
- No predefined methods to integrate interagency requirements into the management structure and planning process effectively.

A poorly managed incident response can be devastating to our economy and our health and safety. With so much at stake, we must effectively manage our response efforts. The Incident Command System, or ICS, allows us to do so. ICS is a proven management system based on successful business practices. This course introduces you to basic ICS concepts and terminology.



## History of ICS

Weaknesses in incident management were due to:

- Lack of accountability.
- Poor communication.
- Lack of a planning process.
- Overloaded Incident Commanders.
- No method to integrate interagency requirements.

The identification of these areas of management weakness resulted in the development of ICS.

Unit 2:  
ICS Overview

Visual 2.8

**Visual Description:** History of ICS

### Key Points

Weaknesses in incident management were due to:

- Lack of accountability.
- Poor communication.
- Lack of a planning process.
- Overloaded Incident Commanders.
- No method to integrate interagency requirements.

The identification of these areas of management weakness resulted in the development of ICS.

For additional information refer to the next page.

### ICS Background

The concept of ICS was developed more than 30 years ago, in the aftermath of a devastating wildfire in California. During 13 days in 1970, 16 lives were lost, 700 structures were destroyed, and over one-half million acres burned. The overall cost and loss associated with these fires totaled \$18 million per day. Although all of the responding agencies cooperated to the best of their ability, numerous problems with communication and coordination hampered their effectiveness.

As a result, the Congress mandated that the U.S. Forest Service design a system that would “make a quantum jump in the capabilities of Southern California wildland fire protection agencies to effectively coordinate interagency action and to allocate suppression resources in dynamic, multiple-fire situations.”

The California Department of Forestry and Fire Protection; the Governor’s Office of Emergency Services; the Los Angeles, Ventura, and Santa Barbara County Fire Departments; and the Los Angeles City Fire Department joined with the U.S. Forest Service to develop the system. This system became known as FIREScope (Firefighting RESources of California Organized for Potential Emergencies). In 1973, the first “FIREScope Technical Team” was established to guide the research and development design. Two major components came out of this work, the ICS and the Multi-Agency Coordination System (MACS).

The FIREScope ICS is primarily a command and control system delineating job responsibilities and organizational structure for the purpose of managing day-to-day operations for all types of emergency incidents. By the mid-seventies, the FIREScope agencies had formally agreed on ICS common terminology and procedures and conducted limited field-testing of ICS. By 1980, parts of ICS had been used successfully on several major wildland and urban fire incidents. It was formally adopted by the Los Angeles Fire Department, the California Department of Forestry and Fire Protection (CDF), and the Governor’s Office of Emergency Services (OES), and endorsed by the State Board of Fire Services.

Also during the 1970s, the National Wildfire Coordinating Group (NWCG) was chartered to coordinate fire management programs of the various participating Federal and State agencies.

By 1980, FIREScope ICS training was under development. Recognizing that in addition to the local users for which it was designed, the FIREScope training could satisfy the needs of other State and Federal agencies, the NWCG conducted an analysis of FIREScope ICS for possible national application.

By 1981, ICS was widely used throughout Southern California by the major fire agencies. In addition, the use of ICS in response to non-fire incidents was increasing. Although FIREScope ICS was originally developed to assist in the response to wildland fires, it was quickly recognized as a system that could help public safety responders provide effective and coordinated incident management for a wide range of situations, including floods, hazardous materials accidents, earthquakes, and aircraft crashes. It was flexible enough to manage catastrophic incidents involving thousands of emergency response and management personnel.

By introducing relatively minor terminology, organizational, and procedural modifications to FIREScope ICS, the NIIMS ICS became adaptable to an all-hazards environment. While tactically each type of incident may be handled somewhat differently, the overall incident management approach still utilizes the major functions of the Incident Command System. The FIREScope board of directors and the NWCG recommended national application of ICS.

In 1982, all FIREScope ICS documentation was revised and adopted as the National Interagency Incident Management System (NIIMS). In the years since FIREScope and the NIIMS were blended, the FIREScope agencies and the NWCG have worked together to update and maintain the Incident Command System Operational System Description (ICS 120-1). This document would later serve as the basis for the NIMS ICS.

**ICS Variations**

In the early 1970s, the Phoenix Fire Department developed the Fire Ground Command System (FGC). The concepts of FGC were similar to FIRESCOPE ICS but there were differences in terminology and in organizational structure. The FGC system was developed for structural firefighting and was designed for operations of 25 or fewer companies.

There were several efforts to “blend” the various incident command systems. One early effort was in 1987 when the National Fire Protection Association (NFPA) undertook the development of NFPA 1561, then called Standard on Fire Department Incident Management System. The NFPA committee quickly recognized that the majority of the incident command systems in existence at the time were similar.

The differences among the systems were mostly due to variations in terminology for similar components. That NFPA standard, later revised to its present title: Standard on Emergency Services Incident Management, provides for organizations to adopt or modify existing systems to suit local requirements or preferences as long as they meet specific performance measurements. Recognizing the continuing challenges occurring in the fire service in applying a common approach to incident command, the National Fire Service Incident Management System (IMS) Consortium was created in 1990. Its purpose was to evaluate an approach to developing a single command system. The consortium consisted of many individual fire service leaders, representatives of most major fire service organizations and representatives of Federal, State, and local agencies, including FIRESCOPE and the Phoenix Fire Department. One of the significant outcomes of the consortium’s work was an agreement on the need to develop operational protocols within ICS, so that fire and rescue personnel would be able to apply the ICS as one common system.

In 1993, the IMS consortium completed its first document: Model Procedures Guide for Structural Firefighting. As a result, FIRESCOPE incorporated the model procedures, thereby enhancing its organizational structure with operational protocols. These changes enabled the Nation’s fire and rescue personnel to apply the ICS effectively regardless of what region of the country they were assigned to work. The National Fire Academy (NFA), having already adopted the FIRESCOPE ICS in 1980, incorporated this material into its training curriculum as well.

Source: NIMS Integration Center



### Knowledge Review (1 of 2)

**Instructions:** Decide if the statement is TRUE or FALSE.

ICS could be used to manage a training conference, charity fundraising event, or emergency response and recovery.

Unit 2:  
ICS Overview

Visual 2.9

**Visual Description:** True or False? ICS could be used to manage a training conference, charity fundraising event, or emergency response and recovery.

### Key Points

Is the following statement TRUE or FALSE?



ICS could be used to manage a training conference, charity fundraising event, or emergency response and recovery.



### Knowledge Review (2 of 2)

**Instructions:** Decide if the statement is TRUE or FALSE.

The study of previous incident responses found that failures likely resulted from a lack of resources.

Unit 2:  
ICS Overview

Visual 2.10

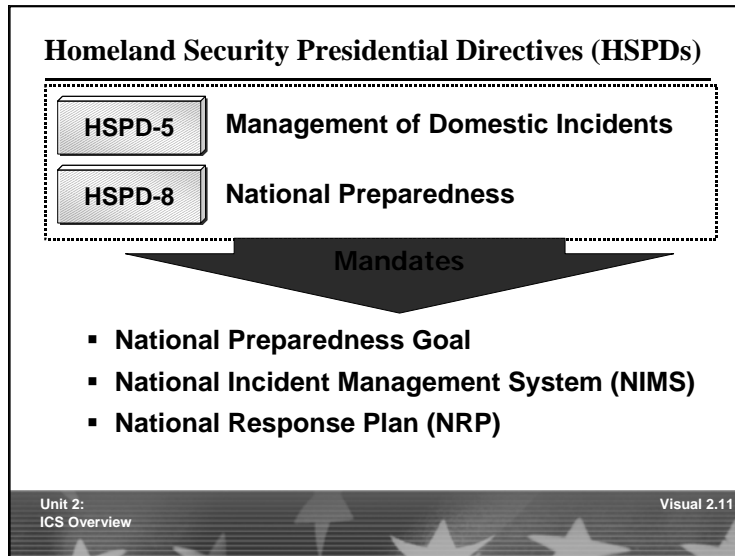
**Visual Description:** True or False? The study of previous incident responses found that failures likely resulted from a lack of resources.

### Key Points

Is the following statement TRUE or FALSE?



The study of previous incident responses found that failures likely resulted from a lack of resources.



**Visual Description:** Homeland Security Presidential Directives (HSPDs)

### Key Points

Complex 21st century threats, exemplified by the horrific events of September 11, 2001, demand that all Americans share responsibility for homeland security. All levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events that exceed the capabilities of any single entity. These hazards require a unified and coordinated national approach to planning and to domestic incident management. To address this need, Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5) and Homeland Security Presidential Directive 8: National Preparedness (HSPD-8) establish the following national initiatives that develop a common approach to preparedness and response.

- **HSPD-5** identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Response Plan (NRP) and a National Incident Management System (NIMS).
- **HSPD-8** describes the way Federal departments and agencies will prepare. It requires DHS to coordinate with other Federal departments and agencies and State, local, and tribal governments to develop a National Preparedness Goal

Together, NIMS, the NRP, and the National Preparedness Goal define what needs to be done to prevent, protect against, respond to, and recover from a major event, how it needs to be done, and how well it needs to be done. Together, these related efforts align Federal, State, local, tribal, private sector, and nongovernmental preparedness, incident management, and emergency response plans into an effective and efficient national structure.



## National Preparedness Goal

To engage Federal, State, local, and tribal entities, their private and nongovernmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events to minimize the impact on lives, property, and the economy.



Unit 2:  
ICS Overview

Visual 2.12

**Visual Description:** National Preparedness Goal

### Key Points

Note the following key points about the National Preparedness Goal.

- On December 17, 2003, the President issued Homeland Security Presidential Directive 8 “National Preparedness” (HSPD-8). The purpose of HSPD-8 is to “establish policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of Federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of Federal, State, and local entities.”
- The National Preparedness Goal guides Federal departments and agencies; State, territorial, local, and tribal officials; the private sector; nongovernment organizations; and the public in determining how to most effectively and efficiently strengthen preparedness for terrorist attacks, major disasters, and other emergencies.
- The following Interim National Preparedness Goal was released on March 31, 2005:  
  
“To engage Federal, State, local, and tribal entities, their private and nongovernmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events to minimize the impact on lives, property, and the economy.”



## NIMS & NRP



- **NIMS:** Standardizes incident management processes, protocols, and procedures for use by all responders. Mandates use of ICS.



- **NRP:** Establishes . . .
  - Federal coordination structures/mechanisms.
  - Direction for incorporation of existing plans.
  - Consistent approach to managing incidents.

Unit 2:  
ICS Overview

Visual 2.13

**Visual Description:** NIMS & NRP

### Key Points

Note the following key points about NIMS and NRP:

- **NIMS** provides a consistent framework for incident management at all jurisdictional levels regardless of the cause, size, or complexity of the incident. Building upon the Incident Command System (ICS), the NIMS provides the Nation's first responders and authorities with the same foundation for incident management for terrorist attacks, natural disasters, and other emergencies. NIMS requires that ICS be institutionalized.
- The **NRP** is an all-discipline, all-hazards plan for the management of domestic incidents. Using the template established by the NIMS, the NRP provides the structure and mechanisms to coordinate and integrate incident management activities and emergency support functions across Federal, State, local, and tribal government entities, the private sector, and nongovernmental organizations.

Additional information about the NIMS requirement regarding "Institutionalizing the Use of ICS" is located on the next page.

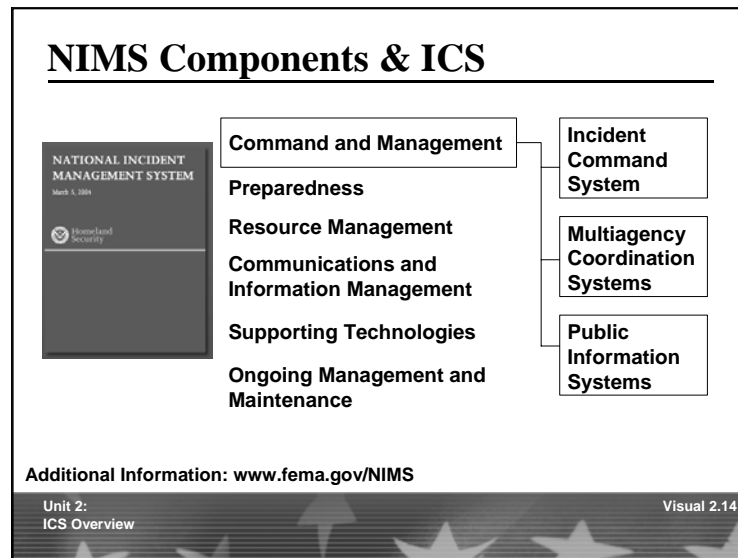
**Additional Information on Institutionalizing the Use of ICS**

According to the NIMS Integration Center, “institutionalizing the use of ICS” means that government officials, incident managers, and emergency response organizations at all jurisdictional levels adopt the Incident Command System. Actions to institutionalize the use of ICS take place at two levels - policy and organizational/operational.

At the policy level, institutionalizing the ICS means government officials, i.e., governors, mayors, county and city managers, tribal leaders, and others:

- Adopt the ICS through executive order, proclamation, or legislation as the jurisdiction's official incident response system; and
- Direct that incident managers and response organizations in their jurisdictions train, exercise, and use the ICS in their response operations. At the organizational/operational level, evidence that incident managers and emergency response organizations are institutionalizing the ICS would include the following:
  - ICS is being integrated into functional and system-wide emergency operations policies, plans, and procedures;
  - ICS training is planned or under way for responders, supervisors, and command-level officers;
  - Responders at all levels are participating in and/or coordinating ICS-oriented exercises that involve responders from multiple disciplines and jurisdictions.

Additional information about NIMS can be found online at [www.fema.gov/NIMS](http://www.fema.gov/NIMS).



**Visual Description:** NIMS Components & ICS

## Key Points

ICS is only one facet of NIMS. Note the following key points:

- NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context.
- Six major components make up the NIMS systems approach. Following is a synopsis of each major component of NIMS, as well as how these components work together as a system to provide the national framework for preparing for, preventing, responding to, and recovering from domestic incidents, regardless of cause, size, or complexity.
  - **Command and Management.** NIMS standard incident command structures are based on three key organizational systems:
    - **ICS.** ICS defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations engaged throughout the life cycle of an incident;
    - **Multiagency Coordination Systems.** These define the operating characteristics, interactive management components, and organizational structure of supporting incident management entities engaged at the Federal, State, local, tribal, and regional levels through mutual-aid agreements and other assistance arrangements; and
    - **Public Information Systems.** These refer to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

- **Preparedness.** Effective incident management begins with a host of preparedness activities conducted on a “steady-state” basis, well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercises, personnel qualification and certification standards, equipment acquisition and certification standards, and publication management processes and activities.
- **Resource Management.** NIMS defines standardized mechanisms and establishes requirements for processes to describe, inventory, mobilize, dispatch, track, and recover resources over the life cycle of an incident.
- **Communications and Information Management.** NIMS identifies the requirement for a standardized framework for communications, information management (collection, analysis, and dissemination), and information sharing at all levels of incident management.
- **Supporting Technologies.** Technology and technological systems provide supporting capabilities essential to implementing and continuously refining NIMS. These technologies include voice and data communications systems, information management systems (i.e., recordkeeping and resource tracking), and data display systems. Also included are specialized technologies that facilitate ongoing operations and incident management activities in situations that call for unique technology-based capabilities.
- **Ongoing Management and Maintenance.** This component establishes an activity to provide strategic direction for and oversight of NIMS, supporting both routine review and the continuous refinement of the system and its components over the long term.



### Other ICS Mandates

- Hazardous Materials Incidents
  - Superfund Amendments and Reauthorization Act (SARA) – 1986
  - Occupational Safety and Health Administration (OSHA) Rule 1910.120
- State and Local Regulations



Unit 2:  
ICS Overview

Visual 2.15

**Visual Description:** Other ICS Mandates

### Key Points

In addition to the NIMS mandate, the following laws require the use of ICS:

- The Superfund Amendments and Reauthorization Act (SARA) of 1986 established Federal regulations for handling hazardous materials. SARA directed the Occupational Safety and Health Administration (OSHA) to establish rules for operations at hazardous materials incidents.
- OSHA rule 1910.120, effective March 6, 1990, requires all organizations that handle hazardous materials to use ICS. The regulation states: “The Incident Command System shall be established by those employers for the incidents that will be under their control and shall interface with other organizations or agencies who may respond to such an incident.”

The Environmental Protection Agency (EPA) requires States to use ICS at hazardous materials incidents.



### ICS Benefits

- Meets the needs of incidents of any kind or size.
- Allows personnel from a variety of agencies to meld rapidly into a common management structure.
- Provides logistical and administrative support to operational staff.
- Is cost effective by avoiding duplication of efforts.



Unit 2:  
ICS Overview

Visual 2.16

**Visual Description:** ICS Benefits

### Key Points

ICS is designed to be interdisciplinary and organizationally flexible.

The benefits of ICS include:

- Meets the needs of incidents of any kind or size.
- Allows personnel from a variety of agencies to meld rapidly into a common management structure.
- Provides logistical and administrative support to operational staff.
- Is cost effective by avoiding duplication of efforts.

**Activity: Management Challenges (1 of 2)****Instructions:**

1. Working as a team, review the scenario presented on the next visual.
2. Identify the top three challenges for managing this incident. Write these challenges on chart paper.
3. Using what you have learned so far, describe how ICS could be used to address these challenges.
4. Select a spokesperson. Be prepared to present in 5 minutes.

Unit 2:  
ICS Overview

Visual 2.17

**Visual Description:** Activity: Management Challenges (1 of 2)**Key Points**

**Purpose:** The purpose of this activity is to illustrate how ICS can be used to address incident management issues.

**Instructions:** Follow the steps below to complete this activity:

1. Work as a team to review the scenario presented on the next visual.
2. Identify the top three challenges for managing this incident. Write the challenges on chart paper.
3. Your group should also discuss how ICS could be used to address these challenges.
4. Select a spokesperson for your group and be prepared to present in 5 minutes.

## Topic

## Activity: Management Challenges

**Activity: Management Challenges (2 of 2)**

**Scenario:** An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district have been evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid is arriving from several surrounding communities.

Unit 2:  
ICS Overview

Visual 2.18

**Visual Description:** Activity: Management Challenges (2 of 2)

**Key Points****Review the following scenario:**

An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district have been evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid is arriving from several surrounding communities.



**What are the top three challenges for managing this incident? (Write these on chart paper.)**



**How could ICS be used to address these challenges? (Write these on chart paper.)**



### Summary (1 of 2)

**Instructions:** Answer the questions below.

- What are three purposes of ICS?
- What are the requirements to use ICS?



Unit 2:  
ICS Overview

Visual 2.19

**Visual Description:** Summary (1 of 2)

### Key Points

Are you now able to:

- Identify requirements to use the Incident Command System (ICS)?
  - National Incident Management Systems (NIMS)
  - Superfund Amendments and Reauthorization Act (SARA) – 1986
  - Occupational Safety and Health Administration (OSHA) Rule 1910.120
  - State and Local Regulations
- Identify three purposes of ICS?
  - Using management best practices, ICS helps to ensure:
    - The safety of responders and others.
    - The achievement of tactical objectives.
    - The efficient use of resources.



## Summary (2 of 2)

### ICS . . .

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices," and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of NIMS.

Unit 2:  
ICS Overview

Visual 2.20

**Visual Description:** Summary (2 of 2)

## Key Points

Remember that ICS:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices," and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of NIMS.

The next unit will cover the basic features of ICS.

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## Unit 3: Basic Features of ICS

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## Unit 3: Basic Features of ICS



**Visual Description:** Unit Introduction

### Key Points

This unit provides an overview of the basic features of the Incident Command System.



### Unit Objectives (1 of 2)

Describe the basic features of the Incident Command System (ICS), including:

- Common terminology.
- Modular organization.
- Management by objectives.
- Reliance on an Incident Action Plan (IAP).
- Chain of command and unity of command.
- Unified Command.
- Manageable span of control.

Unit 3:  
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Visual 3.2

**Visual Description:** Unit Objectives (1 of 2)

### Key Points

By the end of this unit, you should be able to describe the basic features of the Incident Command System (ICS), including:

- Common terminology.
- Modular organization.
- Management by objectives.
- Reliance on an Incident Action Plan (IAP).
- Chain of command and unity of command.
- Unified Command.
- Manageable span of control.

The objectives for this unit continue on the next page.



### Unit Objectives (2 of 2)

Describe the basic features of the Incident Command System (ICS), including:

- Predesignated incident locations and facilities.
- Resource management.
- Information and intelligence management.
- Integrated communications.
- Transfer of command.
- Accountability.
- Mobilization.

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Visual 3.3

**Visual Description:** Unit Objectives (2 of 2)

### Key Points

By the end of this unit, you should be able to describe the basic features of the Incident Command System (ICS), including:

- Predesignated incident locations and facilities.
- Resource management.
- Information and intelligence management.
- Integrated communications.
- Transfer of command.
- Accountability.
- Mobilization.



## Common Terminology

Using common terminology helps to define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.



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Visual 3.4

**Visual Description:** Common Terminology

## Key Points

Using common terminology helps to define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.



### Use of Plain English

- Communications should be in plain English or clear text.
- Do not use radio codes, agency-specific codes, or jargon.

Even if you use radio codes on a daily basis, why should you use plain English during an incident response?

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Basic Features of ICS

Visual 3.5

**Visual Description:** Use of Plain English

### Key Points

Using common terminology means that communications should be in plain English or clear text. It also means that you should not use radio codes, agency-specific codes, or jargon.



List some reasons why you should use plain English during an incident response even if you use radio codes on a daily basis.



### Why Plain English?

EMT = Emergency Medical Treatment  
EMT = Emergency Medical Technician  
EMT = Emergency Management Team  
EMT = Eastern Mediterranean Time (GMT+0200)  
EMT = Effective Methods Team  
EMT = Effects Management Tool  
EMT = El Monte, CA (airport code)  
EMT = Electron Microscope Tomography  
EMT = Email Money Transfer

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Visual 3.6

**Visual Description:** Why Plain English?

### Key Points

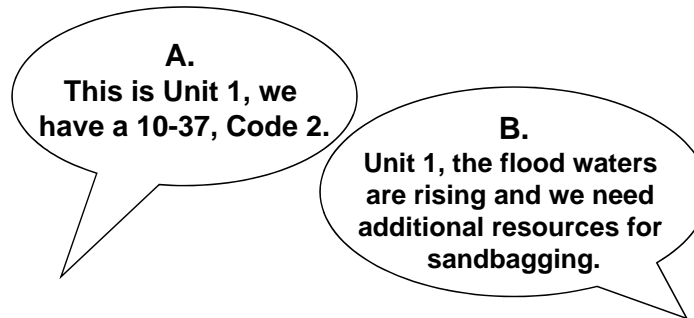
The following examples provide different meanings of a common acronym.

EMT = Emergency Medical Treatment  
EMT = Emergency Medical Technician  
EMT = Emergency Management Team  
EMT = Eastern Mediterranean Time (GMT+0200)  
EMT = Effective Methods Team  
EMT = Effects Management Tool  
EMT = El Monte, CA (airport code)  
EMT = Electron Microscope Tomography  
EMT = Email Money Transfer



### **Common Terminology: Example**

Which is the example of common terminology?



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Visual 3.7

**Visual Description:** Which is the example of common terminology? (A) This is Unit 1, we have a 10-37, Code 2. OR (B) Unit 1, the flood waters are rising and we need additional resources for sandbagging.

### **Key Points**



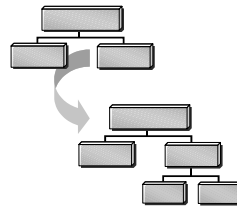
Which example below uses common terminology?

- A. This is Unit 1, we have a 10-37, Code 2.
- B. Unit 1, the flood waters are rising and we need additional resources for sandbagging.



### Modular Organization (1 of 2)

- Develops in a top-down, modular fashion.
- Is based on the size and complexity of the incident.
- Is based on the hazard environment created by the incident.



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Visual 3.8

**Visual Description:** Modular Organization (1 of 2)

### Key Points

Another important ICS feature is modular organization, which means that the Incident Command System:

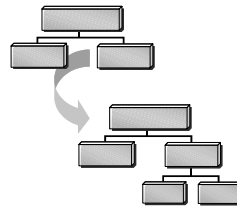
- Develops in a top-down, modular fashion.
- Is based on the size and complexity of the incident
- Is based on the hazard environment created by the incident.

When needed, separate functional elements can be established, each of which may be further subdivided to enhance internal organizational management and external coordination.



### Modular Organization (2 of 2)

- Incident objectives determine the organizational size.
- Only functions/positions that are necessary will be filled.
- Each element must have a person in charge.



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Visual 3.9

**Visual Description:** Modular Organization (2 of 2)

### Key Points

Employing a modular organization means that:

- Incident objectives determine the organizational size.
- Only functions/positions that are necessary will be filled.
- Each element must have a person in charge.



### Management by Objectives

- ICS is managed by objectives.
- Objectives are communicated throughout the entire ICS organization through the incident planning process.



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Visual 3.10

**Visual Description:** Management by Objectives

### Key Points

Management by objectives is another key ICS feature.

- ICS is managed by objectives.
- Objectives are communicated throughout the entire ICS organization through the incident planning process.



### Management by Objectives: Steps

The steps for establishing incident objectives include:

- **Step 1:** Understand agency policy and direction.
- **Step 2:** Assess incident situation.
- **Step 3:** Establish incident objectives.
- **Step 4:** Select appropriate strategy or strategies to achieve objectives.
- **Step 5:** Perform tactical direction.
- **Step 6:** Provide necessary followup.

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Visual 3.11

**Visual Description:** Management by Objectives: Steps

### Key Points

The steps for establishing incident objectives include:

- Step 1: Understand agency policy and direction.
- Step 2: Assess incident situation.
- Step 3: Establish incident objectives.
- Step 4: Select appropriate strategy or strategies to achieve objectives.
- Step 5: Perform tactical direction.
- Step 6: Provide necessary followup.



### Overall Priorities

Incident objectives are established based on the following priorities:

**#1: Life Saving**

**#2: Incident Stabilization**

**#3: Property Preservation**



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Visual 3.12

**Visual Description:** Overall Priorities

### Key Points

Incident objectives are established based on the following priorities:

**First Priority:** Life Saving

**Second Priority:** Incident Stabilization

**Third Priority:** Property Preservation



### Activity: Objectives (1 of 2)

**Instructions:**

- Working as a team, review the scenario presented on the next visual.
- Based on the information provided, identify the top three incident management objectives. Write these objectives on chart paper.
- Select a spokesperson. Be prepared to present in 5 minutes.

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Visual 3.13

**Visual Description:** Activity: Objectives (1 of 2)

### Key Points

**Purpose:** The purpose of this activity is to illustrate how to develop incident management objectives.

**Instructions:** Follow the steps below to complete this activity:

1. Work as a team to review the scenario (located on the next page).
2. Identify the top three incident management objectives and record these objectives on chart paper.
3. Select a spokesperson for your group and be prepared to present in 5 minutes.



### Activity: Objectives (2 of 2)

**Scenario:** An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district have been evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid is arriving from several surrounding communities.

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Visual 3.14

**Visual Description:** Activity: Objectives (2 of 2)

### Key Points

Review the following scenario:

An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district have been evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid is arriving from several surrounding communities.



**List the top three incident management objectives that your group developed. (Write these on chart paper.)**



## Reliance on an Incident Action Plan

Every incident must have an Incident Action Plan (IAP) that:

- Specifies the incident objectives.
- States the activities to be completed.
- Covers a specified timeframe, called an operational period.
- May be oral or written—except for hazardous materials incidents, which require a written IAP.



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Visual 3.15

**Visual Description:** Reliance on an Incident Action Plan

### Key Points

The next ICS feature covered in this unit is the reliance on an Incident Action Plan (IAP). Every incident must have an IAP that:

- Specifies the incident objectives.
- States the activities to be completed.
- Covers a specified timeframe, called an operational period.
- May be oral or written—except for hazardous materials incidents, which require a written IAP.



### Elements of an Incident Action Plan

Every IAP must have four elements:

- What do we want to do?
- Who is responsible for doing it?
- How do we communicate with each other?
- What is the procedure if someone is injured?



Unit 3:  
Basic Features of ICS

Visual 3.16

**Visual Description:** Elements of an Incident Action Plan

### Key Points

Every IAP must answer the following four questions:

- What do we want to do?
- Who is responsible for doing it?
- How do we communicate with each other?
- What is the procedure if someone is injured?



### **Activity: Incident Action Plan**

#### **Instructions:**

- Working as a team, identify four items you would include in the IAP, based on the incident objectives identified earlier.
- Write these items on chart paper.
- Select a spokesperson. Be prepared to present in 5 minutes.

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Basic Features of ICS

Visual 3.17

**Visual Description:** Activity: Incident Action Plan

### **Key Points**

**Purpose:** The purpose of this activity is to illustrate how to develop an IAP.

**Instructions:** Follow the steps below to complete this activity:

1. Working as a team, identify four items to include in the Incident Action Plan, based on the incident objectives identified earlier.
2. Write these items on chart paper.
3. Select a spokesperson for your group and be prepared to present in 5 minutes.



**List the four items that your group determined would be included in the Incident Action Plan. (Write these on chart paper.)**



## ICS Organization

In the ICS organization:

- There is no correlation with the administrative structure of any other agency or jurisdiction. This organization's uniqueness helps to avoid confusion over different position titles and organizational structures.
- Someone who serves as a chief every day may not hold that title when deployed under an ICS structure.



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Visual 3.18

**Visual Description:** ICS Organization

### Key Points

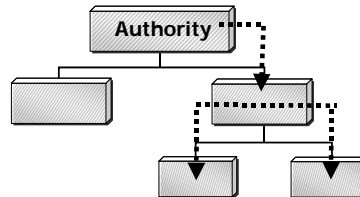
In the ICS organization:

- There is no correlation with the administrative structure of any other agency or jurisdiction. This organization's uniqueness helps to avoid confusion over different position titles and organizational structures.
- Someone who serves as a chief every day may not hold that title when deployed under an ICS structure.



### Chain of Command

Chain of command is an orderly line of authority within the ranks of the incident management organization.



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Visual 3.19

**Visual Description:** Chain of Command with a visual that illustrates the orderly line of authority within the incident management organization.

### Key Points

The next ICS feature covered in this unit is chain of command.

Chain of command is an orderly line of authority within the ranks of the incident management organization.



### Unity of Command

Under unity of command, personnel:

- Report to only one supervisor.
- Receive work assignments only from their supervisors.



Don't confuse unity of command with Unified Command!

Unit 3:  
Basic Features of ICS

Visual 3.20

**Visual Description:** Unity of Command

### Key Points

Under unity of command, another key ICS feature, personnel:

- Report to only one supervisor.
- Maintain formal communication relationships only with that supervisor.

Unity of command means that every individual has a designated supervisor to whom they report at the scene of the incident.

The principles of chain of command and unity of command help to clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

Note: It is important not to confuse unity of command with Unified Command. The next page will explain the concept of Unified Command and clarify the differences between unity of command and Unified Command.



## Unified Command

- Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee only reports to one supervisor.



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Visual 3.21

**Visual Description:** Unified Command with a graphic that shows that all three agencies and their respective Incident Commanders operate from the same Incident Command Post.

## Key Points

Unified Command:

- Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee only reports to one supervisor.

Read the following key points about Unified Command:

- Unified Command is an important element in multijurisdictional or multiagency domestic incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.
- As a team effort, the Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.
- All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the Unified Command structure and contribute to the process of determining overall incident strategies; selecting objectives; and ensuring that joint tactical planning occurs.
- No agency's legal authorities will be compromised or neglected.



### Example: Unified Command

A football team is returning home from a State tournament. Their bus is involved in an accident on the bridge that marks the county line.

- Most of the bus is in Franklin County.
- A small part of the bus is in Revere County (their home county).

Why might a Unified Command be used to manage this incident?

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Visual 3.22

**Visual Description:** Example: Unified Command – Why might a Unified Command be used to manage this incident?

### Key Points

Read the following example:

A football team is returning home from a State tournament. Their bus is involved in an accident on the bridge that marks the county line.

- Most of the bus is in Franklin County.
- A small part of the bus is in Revere County (their home county).



**Jot down reasons why a Unified Command might be used to manage this type of incident.**



### Knowledge Review (1 of 4)

**Instructions:** Decide whether the following statement is True or False.

Under ICS, accountability is maintained as long as an employee reports his/her actions to a supervisor.

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Visual 3.23

**Visual Description:** Decide whether the following statement is True or False. Under ICS, accountability is maintained as long as an employee reports his/her actions to a supervisor.

### Key Points

Is the following statement TRUE or FALSE?



Under ICS, accountability is maintained as long as an employee reports his/her actions to a supervisor.



### Knowledge Review (2 of 4)

**Instructions:** Fill in the blank.

\_\_\_\_\_ allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.

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Visual 3.24

**Visual Description:** Fill in the blank. “[Blank] allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.”

### Key Points

Insert the correct word or words that accurately completes the sentence below.



\_\_\_\_\_ allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.



### Knowledge Review (3 of 4)

**Instructions:** Answer the question below.

Who has complete  
responsibility for  
incident management?

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Visual 3.25

**Visual Description:** Answer the question below. “Who has complete responsibility for incident management?”

### Key Points

Answer the question below:



Who has complete responsibility for incident management?



### Knowledge Review (4 of 4)

**Instructions:** Fill in the blank.

\_\_\_\_\_ is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.

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Visual 3.26

**Visual Description:** Fill in the blank. “[Blank] is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.”

### Key Points

Insert the correct word or words that accurately completes the sentence below.



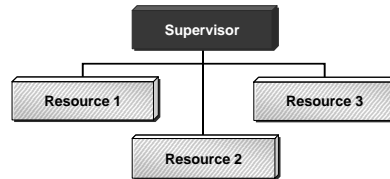
\_\_\_\_\_ is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.



## Manageable Span of Control

### Span of control:

- Pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.
- Is key to effective and efficient incident management.



Unit 3:  
Basic Features of ICS

Visual 3.27

**Visual Description:** Manageable Span of Control

## Key Points

The next ICS feature covered in this unit is manageable span of control. Span of control:

- Pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.
- Is key to effective and efficient incident management.

Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.



### **Span of Control Considerations**

Span of control considerations are influenced by the:

- Type of incident.
- Nature of the task.
- Hazards and safety factors.
- Distances between personnel and resources.

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Visual 3.28

**Visual Description:** Span of Control Considerations

### **Key Points**

Span of control considerations are influenced by the:

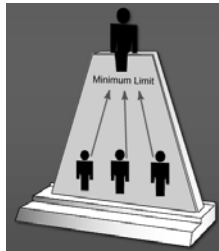
- Type of incident.
- Nature of the task.
- Hazards and safety factors.
- Distances between personnel and resources.



### ICS Management: Span of Control

ICS span of control for any supervisor:

- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.



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Visual 3.29

**Visual Description:** ICS Management: Span of Control

### Key Points

ICS span of control for any supervisor:

- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.

The ICS modular organization can be expanded or contracted to maintain an optimal span of control.



### Discussion Question

What types of situations or factors would warrant a span of control of 1:3 or 1:4?



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Visual 3.30

**Visual Description:** What types of situations or factors would warrant a span of control of 1:3 or 1:4?

### Key Points



List the types of situations or factors that would warrant a span of control of 1:3 or 1:4.



## Knowledge Review

**Instructions:** Determine if the span of control is consistent with ICS guidelines.

**Situation:** Flash flooding has occurred throughout the municipality. Response actions have begun, with 8 resources reporting to the Operations Section Chief.



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Visual 3.31

**Visual Description:** Determine if the span of control is consistent with ICS guidelines. Situation: Flash flooding has occurred throughout the municipality. Response actions have begun, with eight resources reporting to the Operations Section Chief.

## Key Points

Review the situation on the visual.

**Situation:** Flash flooding has occurred throughout the municipality. Response actions have begun, with eight resources reporting to the Operations Section Chief.

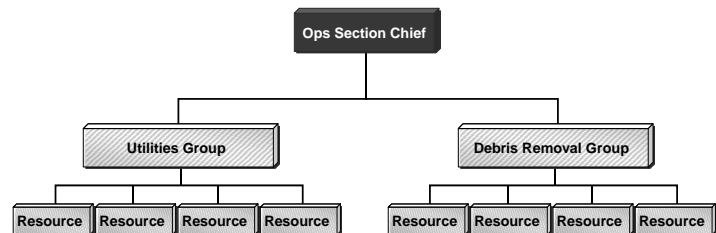


**Determine if the span of control is consistent with ICS guidelines.**



### **Remember . . . Modular Organization!**

**Use the ICS feature of modular organization to maintain the optimal span of control!**



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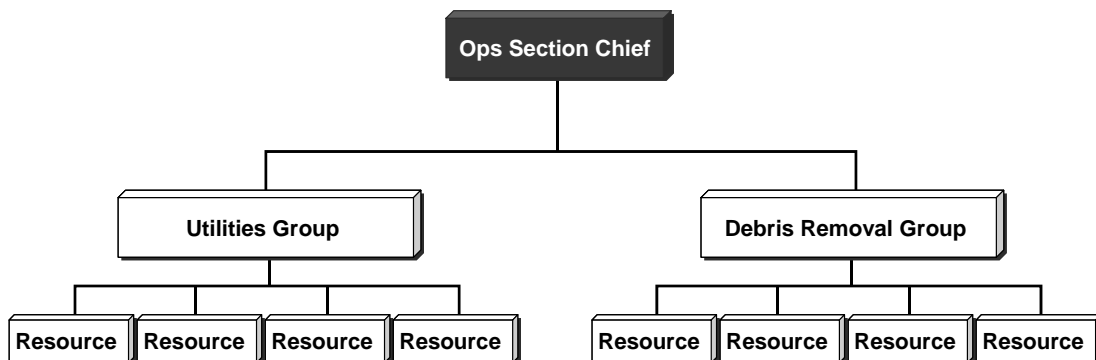
Visual 3.32

**Visual Description:** Use the ICS feature of modular organization to maintain the optimal span of control.

### **Key Points**

Use the ICS feature of modular organization to maintain the optimal span of control.

The Operations Section Chief has two groups reporting to him or her, and each group has only four resources under it.



Because the ICS organization develops in a top-down modular fashion, you can add positions as the needs of the incident grow and still maintain an optimal span of control.



### Predesignated Incident Facilities

Established by the Incident Commander based on the requirements and complexity of the incident.



Incident  
Command  
Post



Base



Staging  
Area



Camp

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Visual 3.33

**Visual Description:** Predesignated Incident Facilities

### Key Points

Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes, such as decontamination, donated goods processing, mass care, and evacuation. ICS uses predesignated incident facilities. The Incident Commander establishes these facilities based on the requirements and complexity of the incident. Facilities may include:

- **Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.
- **Base:** The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.
- **Staging Area:** Location established where resources can be placed while awaiting a tactical assignment.
- **Camp:** A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.



## Resource Management

Resource management includes processes for:

- Categorizing resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.



It also includes processes for reimbursement for resources, as appropriate.

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Visual 3.34

**Visual Description:** Resource Management

### Key Points

As mentioned in the previous unit, resources at an incident must be managed effectively. Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resource management includes processes for:

- Categorizing resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.

In ICS, resources are defined as personnel, teams, equipment, supplies, and facilities.

Resource management also includes processes for reimbursement for resources, as appropriate.



## Resources: Tactical & Support

ICS resources include:

- **Tactical Resources:** Personnel and major items of equipment used in the operation
- **Support Resources:** All other resources required to support the incident (e.g., food, communications equipment, or supplies)



Operations Section Chief



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Visual 3.35

**Visual Description:** Resources: Tactical & Support

### Key Points

ICS identifies resources as tactical or support resources. Review the following definitions:

- **Tactical Resources:** Personnel and major items of equipment used in the operation.
- **Support Resources:** All other resources required to support the incident (e.g., food, communications equipment, or supplies).



### Tactical Resources Classifications



**Assigned**  
Currently working on an assignment under the direction of a supervisor

**Available**  
Ready for immediate assignment and has been issued all required equipment

**Out-of-Service**  
Not available or ready to be assigned (e.g., maintenance issues, rest periods)

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Visual 3.36

**Visual Description:** Tactical Resources Classifications

### Key Points

ICS classifies tactical resources into one of three categories. These categories include:

- **Assigned** - Currently working on an assignment under the direction of a supervisor
- **Available** - Ready for immediate assignment and has been issued all required equipment
- **Out-of-Service** - Not available or ready to be assigned (e.g., maintenance issues, rest periods)



## Knowledge Review

**Instructions:** Review the photos below. What do they have in common?



Engineering Specialist

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Visual 3.37

**Visual Description:** Review the photos of radios, an engineering specialist, and an ambulance. What do they have in common?

## Key Points

Review the photos on the visual.



What do they have in common?



### **Information & Intelligence Management**

Information and intelligence are critical to incident response.

What are some examples of information and intelligence used to manage an incident?

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Visual 3.38

**Visual Description:** Information and Intelligence Management – What are some examples of information and intelligence used to manage an incident?

### **Key Points**

Another important ICS feature is the management of information and intelligence. It is important that the incident management organization establishes a process for gathering, sharing, and managing incident-related information and intelligence.



**List some examples of information and intelligence used to manage an incident.**



### **Integrated Communications**

Incident communications are facilitated through:

- The development and use of a common communications plan.
- The interoperability of communication equipment, procedures, and systems.

Before an incident, it is critical to develop an integrated voice and data communications system (equipment, systems, and protocols).



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Visual 3.39

**Visual Description:** Integrated Communications

### **Key Points**

Another important feature of ICS is the use of integrated communications. Incident communications are facilitated through:

- The development and use of a common communications plan.
- The interoperability of communication equipment, procedures, and systems.

**Note:** It is critical to develop an integrated voice and data communications system (equipment, systems, and protocols) before an incident.



## Interoperability Saves Lives

Jan. 13, 1982: Air Florida Flight 90 crashed into the 14th St. Bridge in Washington, DC, during a snowstorm. More than 70 people lost their lives. Police, fire, and EMS crews responded quickly to the scene but discovered that they couldn't coordinate their efforts because they couldn't talk to each other by radio.

Sept. 11, 2001: When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy.

Interoperability makes sense. It's a cost-saver, a resource saver, and a lifesaver.

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Visual 3.40

**Visual Description:** Interoperability Saves Lives

### Key Points

The following incidents provide information showing the importance of interoperability:

- Jan. 13, 1982: Air Florida Flight 90 crashed into the 14th St. Bridge in Washington, DC, during a snowstorm. More than 70 people lost their lives. Police, fire and EMS crews responded quickly to the scene but discovered that they couldn't coordinate their efforts because they couldn't talk to each other by radio.
- Sept. 11, 2001: When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy. Washington-area agencies had instituted a formal Incident Command System for large emergencies before the attack, so the chain of command was clear.

The Public Safety Wireless Network Program, a joint effort sponsored by the U.S. Departments of Justice and the Treasury, issued a report titled, "Answering the Call: Communications Lessons Learned from the Pentagon Attack." The report noted that:

"During the initial response, the majority of local public safety responders experienced no difficulty in establishing interoperable communications on the scene. This was because of the high level of regional coordination and agreements previously established. However, as the number of state and federal agencies (secondary responders) increased at the site, interoperability presented new challenges. No means of direct interoperability was immediately available to these secondary response agencies."



### Integrated Communications Elements

- **Modes:** The "hardware" systems that transfer information.
- **Planning:** Planning for the use of all available communications resources.
- **Networks:** The procedures and processes for transferring information internally and externally.



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Visual 3.41

**Visual Description:** Integrated Communications Elements

### Key Points

Effective ICS communications include the following three elements:

- **Modes:** The "hardware" systems that transfer information.
- **Planning:** Planning for the use of all available communications resources.
- **Networks:** The procedures and processes for transferring information internally and externally.



**List the types of communications resources that are available to you during an incident.**



### Transfer of Command (1 of 2)

- Moves the responsibility for incident command from one Incident Commander to another.
- Must include a transfer of command briefing (which may be oral, written, or both).



Unit 3:  
Basic Features of ICS

Visual 3.42

**Visual Description:** Transfer of Command (1 of 2)

### Key Points

The process of moving responsibility for incident command from one Incident Commander to another is called transfer of command.

Transfer of command must include a transfer of command briefing – which may be oral, written, or a combination of both.



### Transfer of Command (2 of 2)

Transfer of command occurs when:

- A more qualified person assumes command.
- The incident situation changes over time, resulting in a legal requirement to change command.
- There is normal turnover of personnel on extended incidents.
- The incident response is concluded and responsibility is transferred to the home agency.



Unit 3:  
Basic Features of ICS

Visual 3.43

**Visual Description:** Transfer of Command (2 of 2)

### Key Points

A transfer of command occurs when:

- A more qualified person assumes command.
- The incident situation changes over time, resulting in a legal requirement to change command.
- There is normal turnover of personnel on extended incidents.
- The incident response is concluded and responsibility is transferred to the home agency.



## Knowledge Review

**Instructions:** Answer the question below.

A more qualified responder arrives on the scene and will assume command.  
What should happen?



Unit 3:  
Basic Features of ICS

Visual 3.44

**Visual Description:** Answer the question: A more qualified responder arrives on the scene and will assume command. What should happen?

## Key Points



Describe what should happen when a more qualified responder arrives on the scene and is assuming command of the incident.



### Accountability (1 of 2)

The following principles must be adhered to:

- **Check-In.** All responders must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
- **Incident Action Plan.** Response operations must be coordinated as outlined in the IAP.
- **Unity of Command.** Each individual will be assigned to only one supervisor.



Unit 3:  
Basic Features of ICS

Visual 3.45

**Visual Description:** Accountability (1 of 2)

### Key Points

Effective accountability during incident operations is essential. Individuals must abide by their agency policies and guidelines and any applicable local, State, or Federal rules and regulations.

The following principles must be adhered to:

- **Check-In.** All responders must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
- **Incident Action Plan.** Response operations must be coordinated as outlined in the IAP.
- **Unity of Command.** Each individual will be assigned to only one supervisor.



### Accountability (2 of 2)

- **Span of Control.** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
- **Resource Tracking.** Supervisors must record and report resource status changes as they occur.



Unit 3:  
Basic Features of ICS

Visual 3.46

**Visual Description:** Accountability (2 of 2)

### Key Points

The following principles must be adhered to:

- **Span of Control.** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
- **Resource Tracking.** Supervisors must record and report resource status changes as they occur.



## Mobilization

### At any incident:

- The situation must be assessed and the response planned.
- Managing resources safely and effectively is the most important consideration.
- Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.



Unit 3:  
Basic Features of ICS

Visual 3.47

**Visual Description:** Mobilization

## Key Points

Another key feature of ICS is the importance of managing resources to adjust to changing conditions.

Emphasize that at any incident:

- The situation must be assessed and the response planned.
- Managing resources safely and effectively is the most important consideration.
- Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.



### Discussion Question

What's the issue with having personnel arrive at an incident without being requested or dispatched?

Unit 3:  
Basic Features of ICS

Visual 3.48

**Visual Description:** What's the issue with having personnel arrive at an incident without being requested or dispatched?

### Key Points



List some issues that can occur when personnel arrive at an incident without being requested or dispatched.



### Knowledge Review (1 of 4)

**Instructions:** Decide if the statement is TRUE or FALSE.

Accountability means that individuals must abide by their agency policies and guidelines and any applicable local, tribal, State, or Federal rules and regulations.

Unit 3:  
Basic Features of ICS

Visual 3.49

**Visual Description:** Decide if the statement is true or false. Accountability means that individuals must abide by their agency policies and guidelines and any applicable local, tribal, State, or Federal rules and regulations.

### Key Points

Is the following statement TRUE or FALSE?



Accountability means that individuals must abide by their agency policies and guidelines and any applicable local, tribal, State, or Federal rules and regulations.



### Knowledge Review (2 of 4)

**Instructions:** Decide if the statement is TRUE or FALSE.

In a major incident, willing and able personnel and equipment should respond even without being requested.

Unit 3:  
Basic Features of ICS

Visual 3.50

**Visual Description:** Decide if the statement is true or false. In a major incident, willing and able personnel and equipment should respond even without being requested.

### Key Points

Is the following statement TRUE or FALSE?



In a major incident, willing and able personnel and equipment should respond even without being requested.



### Knowledge Review (3 of 4)

**Instructions:** Decide if the statement is TRUE or FALSE.

Response operations are directed and coordinated using an Incident Action Plan.

Unit 3:  
Basic Features of ICS

Visual 3.51

**Visual Description:** Decide if the statement is true or false. Response operations are directed and coordinated using an Incident Action Plan.

### Key Points

Is the following statement TRUE or FALSE?



Response operations are directed and coordinated using an Incident Action Plan.



### Knowledge Review (4 of 4)

**Instructions:** Decide if the statement is TRUE or FALSE.

The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Unit 3:  
Basic Features of ICS

Visual 3.52

**Visual Description:** Decide if the statement is true or false. The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

### Key Points

Is the following statement TRUE or FALSE?



The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.



### Summary (1 of 4)

**Instructions:** Answer the questions below.

- Why is it important to use common terminology?
- Who is responsible for the establishment and expansion of the ICS modular organization?
- What 4 items must be included in an IAP?
- What is unity of command?
- Under a Unified Command, who is in charge?
- What is the recommended ratio of supervisors to reporting elements?

Unit 3:  
Basic Features of ICS

Visual 3.53

**Visual Description:** Summary (1 of 4)

### Key Points

The following questions serve as a review of the material covered in this unit.



**Answer the questions below.**

- Why is it important to use common terminology?
- Who is responsible for the establishment and expansion of the ICS modular organization?
- What four items must be included in an IAP?
- What is unity of command?
- Under a Unified Command, who is in charge?
- What is the recommended ratio of supervisors to reporting elements?



### Summary (2 of 4)

**Instructions:** Answer the questions below.

- Why are incident facilities predesignated?
- How are tactical resources classified?
- What 3 elements are included in effective ICS communications?
- What must happen in a transfer of command?
- Why is accountability critical?
- During an incident, when should personnel and equipment respond?

Unit 3:  
Basic Features of ICS

Visual 3.54

**Visual Description:** Summary (2 of 4)

### Key Points



**Answer the questions below.**

- Why are incident facilities predesignated?
- How are tactical resources classified?
- What three elements are included in effective ICS communications?
- What must happen in a transfer of command?
- Why is accountability critical?
- During an incident, when should personnel and equipment respond?



### Summary (3 of 4)

**ICS:**

- **Utilizes management features** including the use of common terminology and a modular organizational structure.
- **Emphasizes effective planning** through the use of management by objectives and Incident Action Plans.
- **Supports responders by providing data** they need through effective information and intelligence management.

Unit 3:  
Basic Features of ICS

Visual 3.55

**Visual Description:** Summary (3 of 4)

### Key Points

Review the following key points.

**ICS:**

- Utilizes management features including the use of common terminology and a modular organizational structure.
- Emphasizes effective planning through the use of management by objectives and Incident Action Plans.
- Supports responders by providing data they need through effective information and intelligence management.



### Summary (4 of 4)

**ICS:**

- Utilizes the principles of chain of command, unity of command, Unified Command, and transfer of command.
- Helps ensure that resources are ready through accountability and mobilization.
- Ensures full utilization of incident resources by maintaining a manageable span of control, establishing predesignated incident facilities, implementing resource management practices, and ensuring integrated communications.

Unit 3:  
Basic Features of ICS

Visual 3.56

**Visual Description:** Summary (4 of 4)

### Key Points

Review the following key points.

**ICS:**

- Utilizes the principles of chain of command, unity of command, Unified Command, and transfer of command.
- Helps ensure that resources are ready through accountability and mobilization.
- Ensures full utilization of incident resources by maintaining a manageable span of control, establishing predesignated incident facilities, implementing resource management practices, and ensuring integrated communications.

The next unit will cover the Incident Commander and Command Staff functions.

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## Unit 4: Incident Commander and Command Staff Functions

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## Unit 4: Incident Commander and Command Staff Functions



**Visual Description:** Unit Introduction

### Key Points

This unit provides an overview of the role of the Incident Commander and Command Staff.

## Topic

## Unit Objectives



### Unit Objectives

- Describe the role and function of the Incident Commander.
- Describe the role and function of the Command Staff.



Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.2

**Visual Description:** Unit Objectives

### Key Points

By the end of this unit, you should be able to:

- Describe the role and function of the Incident Commander.
- Describe the role and function of the Command Staff.



### Incident Commander (1 of 2)

Upon arriving at an incident, the higher ranking person will either assume command, maintain command as is, or transfer command to a third party.



In some situations or agencies, a lower ranking but more qualified person may be designated as the Incident Commander.

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.3

**Visual Description:** Incident Commander (1 of 2)

### Key Points

Upon arriving at an incident, the higher ranking person will either assume command, maintain command as is, or transfer command to a third party.

In some situations or agencies, a lower ranking but more qualified person may be designated as the Incident Commander.

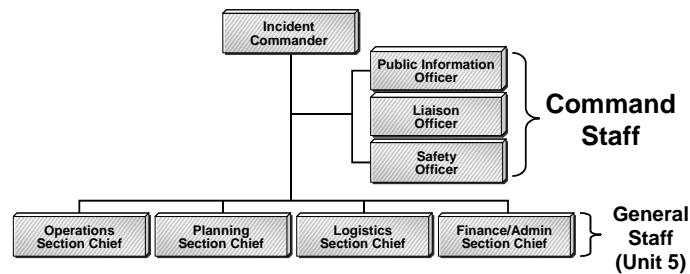


**Jot down some reasons why it is critical to establish command at the beginning of the incident operations.**



### Incident Commander (2 of 2)

The Incident Commander performs all major ICS command and staff responsibilities unless the ICS functions are delegated and assigned.



Unit 4:  
Incident Commander and Command Staff Functions

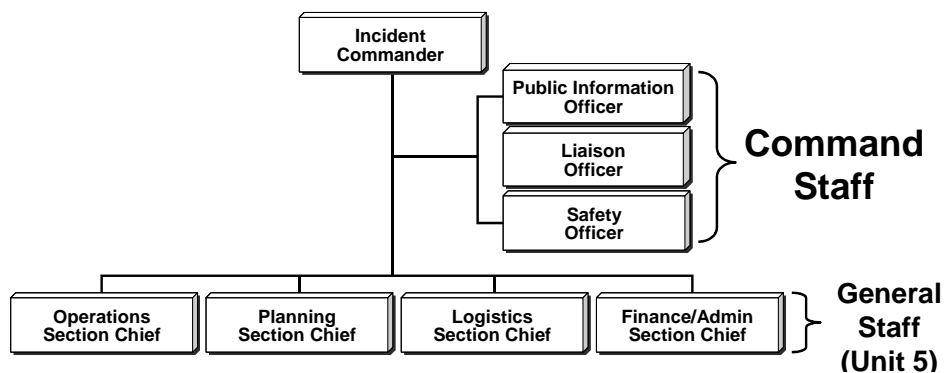
Visual 4.4

**Visual Description:** Incident Commander (2 of 2)

### Key Points

The Incident Commander performs all major ICS command and staff responsibilities unless these functions are delegated and assigned. As illustrated on the chart below and on the visual, ICS organization may be expanded to include:

- **Command Staff:** Public Information Officer, Liaison Officer, Safety Officer
- **General Staff:** Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief



**Remember:** Not all Command and General Staff positions are filled on each incident. However, if a position isn't filled, then the Commander assumes that ICS management function.



## Incident Commander Role

Listen to the Incident Commander talk about his role.



Incident Commander

### Audio Key Points:

The Incident Commander:

- Provides overall leadership for incident response.
- Delegates authority to others.
- Takes general direction from agency administrator/official.



Click icon to play.

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.5

**Visual Description:** Incident Commander Role

## Key Points



**Jot down some notes while listening to an audio clip of an Incident Commander talking about his role.** (A complete transcript appears below.)

## Transcript:

My job is to provide the overall leadership for incident response. I am able to delegate my authority to others to manage the ICS organization. Like any other organization, I have bosses, too. I take general direction and receive my delegation of authority from the accountable agency administrator. It's important to note that the agency administrator may or may not include my real-life boss.



### **Incident Commander Responsibilities**

The Incident Commander is specifically responsible for:

- Ensuring incident safety.
- Providing information services to internal and external stakeholders.
- Establishing and maintaining liaison with other agencies participating in the incident.



Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.6

**Visual Description:** Incident Commander Responsibilities

### **Key Points**

The Incident Commander is specifically responsible for:

- Ensuring incident safety.
- Providing information services to internal and external stakeholders.
- Establishing and maintaining liaison with other agencies participating in the incident.



## Incident Commander Responsibilities

Listen to the Incident Commander talk about his responsibilities.



Incident Commander



Click icon to play.

### Audio Key Points:

The Incident Commander:

- Is responsible for all activities and functions until delegated and assigned to staff.
- Assesses need for staff.
- Establishes incident objectives.
- Directs staff to develop the Incident Action Plan.

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.7

**Visual Description:** Incident Commander Responsibilities

## Key Points



**Jot down some notes while listening to an audio clip of an Incident Commander talking about his responsibilities.** (A complete transcript appears below.)

## Transcript:

As the Incident Commander, I am responsible for all activities and functions until I staff them. So, one of the first things I do is assess my need for staff. I know that for an incident that is both complex and long term, I will need more staff. In addition, I may decide that I need a Deputy.

Also, I establish incident objectives for the organization based on the situation and direction given by the agency director. The type of plan depends on the magnitude of the incident. During a complex incident, I'll direct my staff to develop a written Incident Action Plan. The benefit of ICS is that the organization can be tailored to match the need.



## Deputy Incident Commander

A Deputy Incident Commander may be designated to:

- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity.
- Represent an assisting agency that shares jurisdiction.



Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.8

**Visual Description:** Deputy Incident Commander

### Key Points

A Deputy Incident Commander may be designated to:

- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity.
- Represent an assisting agency that shares jurisdiction.

Note: If a deputy is assigned, he or she must be fully qualified to assume the Incident Commander's position.



### Discussion Question

Can you think of a situation where a Deputy Incident Commander might be assigned?

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.9

**Visual Description:** Can you think of a situation where a Deputy Incident Commander might be assigned?

### Key Points



Describe a situation where a Deputy Incident Commander might be assigned.



### Changing Incident Commanders

Command may change to meet the needs of the incident when incidents:

- Expand or contract.
- Change in jurisdiction or discipline.
- Become more or less complex.



Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.10

**Visual Description:** Changing Incident Commanders

### Key Points

Incident command may change to meet the needs of the incident when incidents:

- Expand or contract.
- Change in jurisdiction or discipline.
- Become more or less complex.



### **Transferring Incident Commanders**

Transfer of command requires:

- A transfer of command briefing for the incoming Incident Commander.
- Notification to all personnel that a change in command is taking place.



Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.11

**Visual Description:** Transferring Incident Commanders

### **Key Points**

A transfer of command requires:

- A transfer of command briefing for the incoming Incident Commander.
- Notification to all personnel that a change in command is taking place.



### Knowledge Review (1 of 3)

**Who has overall  
responsibility at an  
incident?**

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.12

**Visual Description:** Who has overall responsibility at an incident?

### Key Points

Answer the following question:



**Who has overall responsibility at an incident?**



### Knowledge Review (2 of 3)

**If the Operations  
Section has not been  
activated, who directs  
the tactical operations?**

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.13

**Visual Description:** If the Operations Section has not been activated, who directs the tactical operations?

### Key Points

Answer the following question:



**If the Operations Section has not been activated, who directs the tactical operations?**



### Knowledge Review (3 of 3)

The Deputy Incident Commander is assuming control for the next incident period. What needs to occur before he or she can do so?

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.14

**Visual Description:** The Deputy Incident Commander is assuming control for the next incident period. What needs to occur before he or she can do so?

### Key Points

Answer the following question:



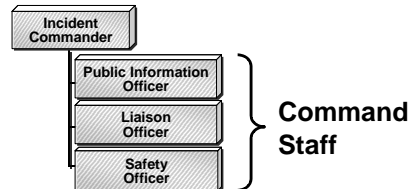
The Deputy Incident Commander is assuming control for the next incident period. What needs to occur before he or she can do so?



## Command Staff

It may be necessary for the Incident Commander to designate a Command Staff who:

- Provide information, liaison, and safety services for the entire organization.
- Report directly to the Incident Commander.



Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.15

**Visual Description:** Command Staff includes Public Information Officer, Liaison Officer, and Safety Officer

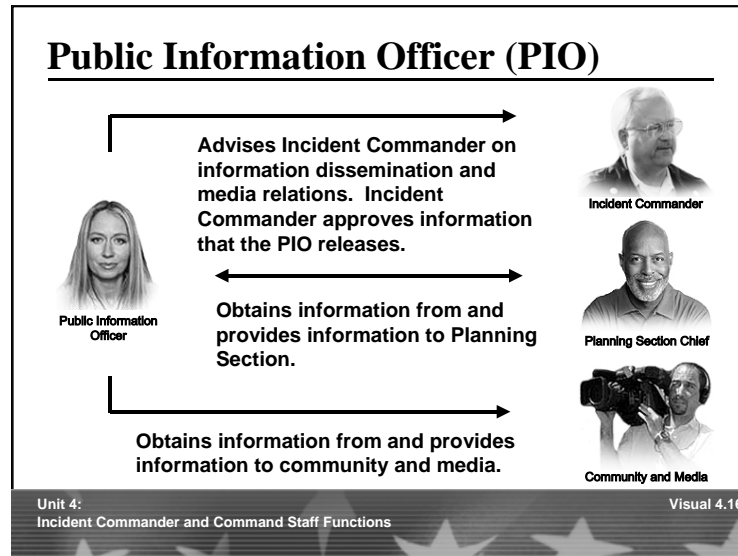
## Key Points

The next section of this unit focuses on the Command Staff. It may be necessary for the Incident Commander to designate a Command Staff who:

- Provide information, liaison, and safety services for the entire organization.
- Report directly to the Incident Commander.

The Command Staff includes the following positions:

- Public Information Officer
- Liaison Officer
- Safety Officer



**Visual Description:** Public Information Officer

## Key Points

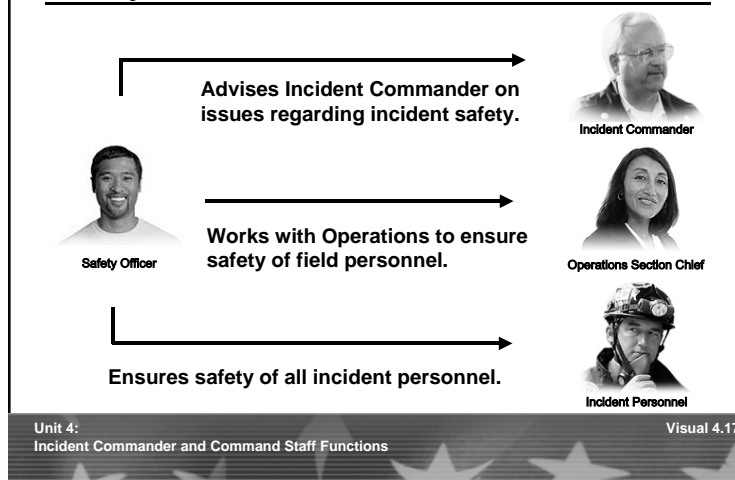
The Public Information Officer (PIO) serves as the conduit for information to internal and external stakeholders. The PIO:

- Advises the Incident Commander on information dissemination and media relations.
- Obtains information from and provides information to the Planning Section.
- Obtains information from and provides information to the community and media.

The Incident Commander approves all information that the PIO releases.



## Safety Officer



**Visual Description:** Safety Officer

### Key Points

The Safety Officer monitors safety conditions. The Safety Officer:

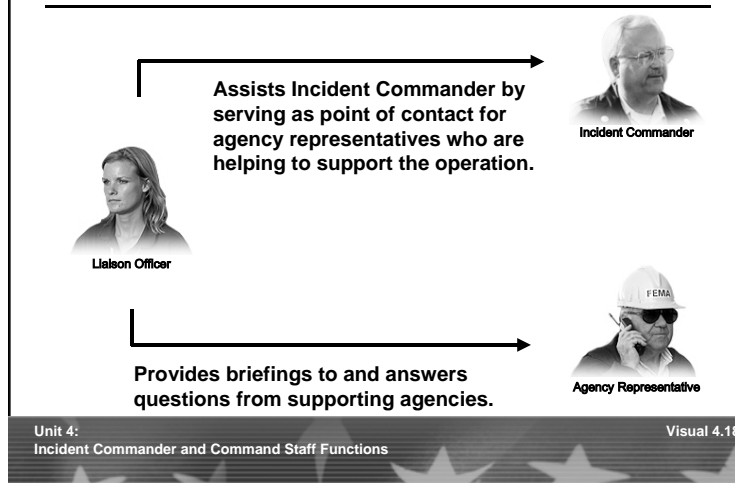
- Advises the Incident Commander on issues regarding incident safety.
- Works with the Operations Section to ensure the safety of field personnel.
- Ensures safety of all incident personnel.



**What type of incident would create a situation where it would be critical to assign a Safety Officer?**



## Liaison Officer



**Visual Description:** Liaison Officer

### Key Points

The Liaison Officer serves as the primary contact for supporting agencies assisting at an incident. The Liaison Officer:

- Assists the Incident Commander by serving as a point of contact for agency representatives who are helping to support the operation.
- Provides briefings to and answers questions from supporting agencies.



**What type of incident would create a situation that would warrant the assignment of a Liaison Officer?**



## Knowledge Review

**Instructions:** Listen to the audio clip and decide which member of the Command Staff is speaking.



Click icon to play.

### Audio Key Points:

- Advises Incident Commander on issues related to information dissemination and media relations.
- Serves as primary contact for anyone who wants information about the incident.
- Serves external and internal audiences.
- Obtains information from Planning Section.

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.19

**Visual Description:** Knowledge Review (1 of 3)

## Key Points

Listen to the following audio clip and decide which member of the Command Staff is speaking.

### Transcript:

I report directly to the Incident Commander and advise him or her on issues related to information dissemination and media relations. I am the primary contact for anyone who wants information about the incident and our response to it. I serve both an external audience through the media, and an internal audience including both incident staff and agency personnel. It's very important for me to coordinate with other public information staff to ensure that we do not issue confusing or conflicting information. Since the Planning Section is gathering intelligence and other information pertinent to the incident, I get a lot of my information from them. Because I get a lot of information from the community, the media, and others, I also provide information to the Planning Section Chief and the Incident Commander.



**Which member of the Command Staff is speaking?**



## Knowledge Review

**Instructions:** Listen to the audio clip and decide which member of the Command Staff is speaking.



**Audio Key Points:**

- Makes sure everyone does their job safely.
- Advises Incident Commander on issues regarding incident safety.
- Conducts risk analyses and implements safety measures.
- Promotes safe driving habits.
- Eliminates tripping hazards.



Click icon to play.

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.20

**Visual Description:** Knowledge Review (2 of 3)

## Key Points

Listen to the following audio clip and decide which member of the Command Staff is speaking.

### Transcript:

My job is to make sure everyone does the job safely and gets home in one piece. I advise the Incident Commander on issues regarding incident safety, but I would like to emphasize that safety is everyone's responsibility. I work very closely with Operations to make sure that our people in the field are as safe as possible under the circumstances, including wearing appropriate protective equipment and implementing the safest tactical options. I conduct risk analyses and implement safety measures. I normally do this through the planning process, but I do have the authority to stop any unsafe activity that I observe. While a lot of my attention is focused on Operations, I am also concerned about safety for the rest of the organization. I minimize other employee risks by promoting safe driving habits, eliminating tripping hazards, ensuring safe food handling, things like that. I spend a lot of time out of the command post looking at what's going on. During a complex incident, I will need quite a few assistants to be my eyes and ears.



**Which member of the Command Staff is speaking?**



## Knowledge Review

**Instructions:** Listen to the audio clip and decide which member of the Command Staff is speaking.



**Audio Key Points:**

- Serves as point of contact for assisting and cooperating agency representatives.
- Identifies problems between supporting agencies.
- Participates in planning meetings by providing the status on current resources, resource limitations, and resource capabilities of other agencies.



Click icon to play.

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.21

**Visual Description:** Knowledge Review (3 of 3)

## Key Points

### Transcript:

I'm the go between. I assist the Incident Commander by serving as the point of contact for the assisting and cooperating Agency Representatives that are supporting the incident. My job is to remain visible on the incident to all incoming cooperating and assisting agencies. I provide briefings to Agency Representatives and work with them to address their questions and concerns about the operation. I respond to requests from incident personnel for contacts among the assisting and cooperating agencies. I also monitor incident operations in order to identify any current or potential problems between the supporting agencies. I participate in planning meetings by providing the status on current resources, resource limitation, and resource capabilities of other agencies. During a complex incident, I may have a lot of agency representatives, but I can usually handle the job myself.



**Which member of the Command Staff is speaking?**

**Activity: Command Staff Roles (1 of 2)****Instructions:**

1. Working as a team, review the scenario presented on the next visual.
2. Identify which Command Staff positions would be assigned.
3. Next, if you were the Incident Commander, what specific activities would you delegate to each Command Staff member?
4. Select a spokesperson. Be prepared to present in 10 minutes.

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.22

**Visual Description:** Activity: Command Staff Roles (1 of 2)

**Key Points**

**Purpose:** The purpose of this activity is to illustrate how ICS can be used to address incident management issues.

**Instructions:** Follow the steps below to complete this activity:

1. Working as a team, review the scenario presented on the next page.
2. Identify which Command Staff positions would be assigned.
3. As Incident Commander, identify the specific activities that would be delegated to each Command Staff member.
4. Select a spokesperson. Be prepared to present in 10 minutes.

**Activity: Command Staff Roles (2 of 2)**

**Scenario:** An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district are being evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid is arriving from several surrounding communities.
- Media representatives are arriving at the scene.

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.23

**Visual Description:** Activity: Command Staff Roles (2 of 2)

**Key Points**

Review the following scenario that was first presented in Unit 2:

An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district are being evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid is arriving from several surrounding communities.
- Media representatives are arriving at the scene.



**Identify the Command Staff positions that would be assigned.**



**Identify the specific activities that would be delegated to each Command Staff member.**

## Topic

## Summary



### Summary

Are you able to describe the roles and functions of the:

- Incident Commander?
- Public Information Officer?
- Safety Officer?
- Liaison Officer?

Unit 4:  
Incident Commander and Command Staff Functions

Visual 4.24

**Visual Description:** Summary

### Key Points

Are you now able to describe the roles and functions of the:

- Incident Commander?
- Public Information Officer?
- Safety Officer?
- Liaison Officer?

The next unit will discuss the roles and responsibilities of the General Staff.

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## Unit 5: General Staff Functions

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## Unit 5: General Staff Functions



**Visual Description:** Unit Introduction

### Key Points

This unit provides an overview of ICS General Staff functions.

## Topic

## Unit Objectives



### Unit Objective

Describe the roles and functions of the General Staff including:

- Operations Section
- Planning Section
- Logistics Section
- Finance/Administration Section



Unit 5:  
General Staff Functions

Visual 5.2

**Visual Description:** Unit Objectives

### Key Points

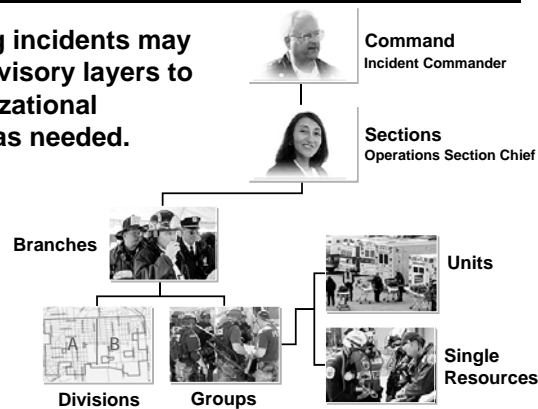
By the end of this unit, you should be able to describe the roles and functions of the:

- Operations Section
- Planning Section
- Logistics Section
- Finance/Administration Section



## Expanding Incidents

Expanding incidents may add supervisory layers to the organizational structure as needed.



Unit 5:  
General Staff Functions

Visual 5.3

**Visual Description:** Expanding Incidents

### Key Points

As incidents expand, there may be the need to add supervisory layers to the organizational structure.

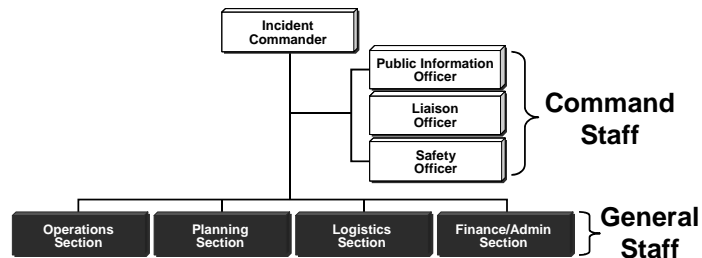
The Incident Commander may need to add Sections – such as an Operations Section. In addition:

- The Operations Section may need to add Branches.
- If the incident expands further, the Operations Section may divide the Branches into Divisions or Groups.
- For even larger incidents, the Groups may need to be divided into Units or Single Resources.



## General Staff

This unit focuses on the role of the General Staff in the ICS organizational structure.



Unit 5:  
General Staff Functions

Visual 5.4

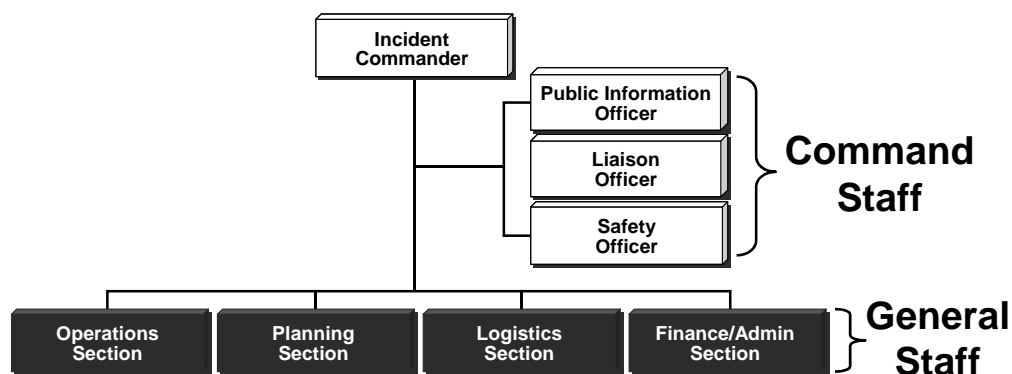
**Visual Description:** General Staff includes the Operations Section, Planning Section, Logistics Section, and the Finance/Admin Section.

## Key Points

This unit focuses on the role of the General Staff.

As illustrated on the visual and below, the General Staff includes the:

- Operations Section.
- Planning Section.
- Logistics Section.
- Finance/Administration Section.





### Audio: Role of Operations Section Chief



Operations Section Chief



Click icon to play.

#### Audio Key Points:

##### The Operations Section Chief:

- Develops and implements strategy and tactics to carry out the incident objectives.
- Organizes, assigns, and supervises the tactical field resources.
- Supervises air operations and those resources in a Staging Area.

Unit 5:  
General Staff Functions

Visual 5.5

**Visual Description:** Role of Operations Section Chief

### Key Points



**Jot down some notes while listening to an audio clip of an Operations Section Chief describing her role.** (A complete transcript appears below.)

### Transcript:

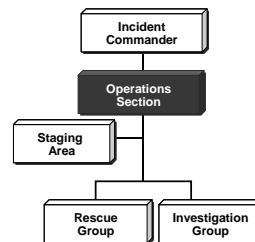
I'm responsible for developing and implementing strategy and tactics to carry out the incident objectives. This means that I organize, assign, and supervise all of the tactical field resources assigned to an incident, including air operations and those resources in a Staging Area.

I work very closely and coordinate my activities with the other members of the Command and General Staff.



### Operations Section

- Directs and coordinates all incident tactical operations.
- Is typically one of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- May have Staging Areas and special organizations.



Unit 5:  
General Staff Functions

Visual 5.6

**Visual Description:** Operations Section

### Key Points

The Operations Section is responsible for directing and coordinating all incident tactical operations.

#### The Operations Section:

- Is typically one of the first organizations to be assigned to the incident.
- Develops from the bottom up.
- Has the most incident resources.
- May have Staging Areas and special organizations.



### Audio: Operations Section Challenges



Operations Section Chief



Click icon to play.

#### Audio Key Points:

- It is critical to organize field resources and maintain span of control by using Branches and Groups.
- In complex incidents, there may be a Deputy Operations Section Chief.
- The Operations Section Chief depends on the rest of the General Staff for support.

Unit 5:  
General Staff Functions

Visual 5.7

**Visual Description:** Operations Section Challenges

### Key Points



**Jot down some notes while listening to an audio clip of an Operations Section Chief describing the management challenges associated with her job.** (A complete transcript appears below.)

### Transcript:

In a recent incident, there were hundreds of resources deployed to the Operations Section. I couldn't possibly manage them all directly. Trying to do so would result in inefficient resource management at best, and personal injury at worst. While there are any number of ways to organize field resources, I might decide to use Branches for each agency, as well as Groups, to organize resources and maintain the recommended span of control of one supervisor to five resources.

It can be a big job and with all of the tactics often needed in an incident, I have to depend on my Branch Directors to help me. For complex incidents, I may also have a Deputy. I also depend on the rest of the General Staff to support me. I can't develop detailed situation analyses—or worry about where the staff and meals are coming from or who's paying for them—and still do my job.



### Maintaining Span of Control

The following supervisory levels can be added to help manage span of control:

#### Divisions

Divide an incident geographically.

#### Groups

Describe functional areas of operation.

#### Branches

Used when the number of Divisions or Groups exceeds the span of control. Can be either geographical or functional.

Unit 5:  
General Staff Functions

Visual 5.8

**Visual Description:** Maintaining Span of Control

### Key Points

The Operations function is where the tactical fieldwork is done. Therefore, most incident resources are assigned to the Operations Section. Often the most hazardous activities are carried out there, so it is necessary to carefully monitor the number of resources that report to any one supervisor.

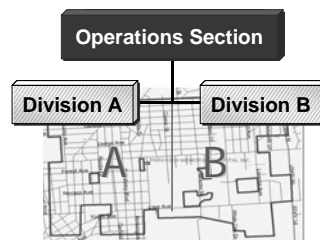
The following supervisory levels can be added to help manage the span of control in the Operations Section:

- **Divisions** are used to divide an incident geographically.
- **Groups** are used to describe functional areas of operation.
- **Branches** are used when the number of Divisions or Groups exceeds the span of control and can be either geographical or functional.



### Operations Section: Divisions

- Divided geographically based on the needs of the incident.
- Labeled using alphabet characters (A, B, C, etc.).
- Managed by a Supervisor.



Unit 5:  
General Staff Functions

Visual 5.9

**Visual Description:** Operations Section: Divisions

### Key Points

Divisions are used to divide an incident geographically. Note that:

- Divisions are usually labeled using alphabet characters (A, B, C, etc.). Other identifiers may be used as long as Division identifiers are known by assigned responders.
- A Division is managed by a Supervisor.

The important thing to remember about ICS Divisions is that they are established to divide an incident into geographical areas of operation.



### Operations Section: Groups

- Established based on the needs of an incident.
- Labeled according to the job that they are assigned.
- Managed by a Supervisor.
- Work wherever their assigned task is needed and are not limited geographically.



Unit 5:  
General Staff Functions

Visual 5.10

**Visual Description:** Operations Section: Groups

### Key Points

Groups are used to describe functional areas of operation.

Review the following key points about Groups.

Groups:

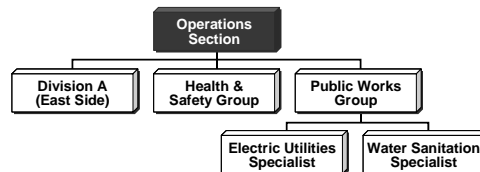
- Are established based on the needs of an incident.
- Are labeled according to the job that they are assigned (e.g., Health and Safety Group, Public Works Group).
- Are managed by a Supervisor.
- Work wherever their assigned task is needed and are not limited geographically.



### Operations Section: Divisions & Groups

#### Divisions and Groups:

- Can be used together on an incident.
- Are at an equal level in the organization. One does not supervise the other.



Unit 5:  
General Staff Functions

Visual 5.11

**Visual Description:** Operations Section: Divisions and Groups

### Key Points

#### Divisions and Groups:

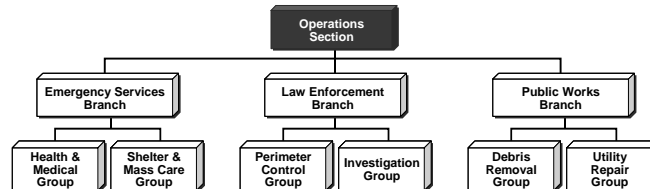
- Can be used together on an incident.
- Are at an equal level in the organization. One does not supervise the other.

When a Group is working within a Division on a special assignment, Division and Group Supervisors must closely coordinate their activities.



### Operations Section: Branches

- Established if the number of Divisions or Groups exceeds the span of control.
- Have functional or geographical responsibility for major parts of incident operations.
- Identified by Roman numerals or functional name.
- Managed by a Branch Director.



Unit 5:  
General Staff Functions

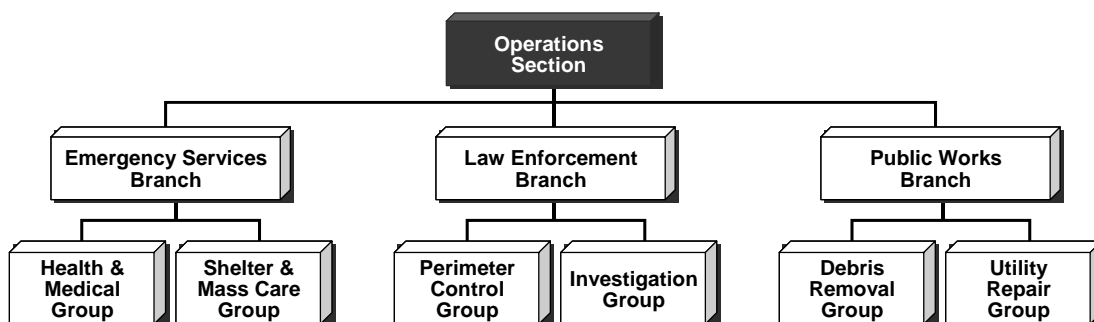
Visual 5.12

**Visual Description:** Operations Section: Branches

### Key Points

If the number of Divisions or Groups exceeds the span of control, it may be necessary to establish another level of organization within the Operations Section, called Branches.

The chart below shows the Operations Section being divided into 3 Branches and then each Branch being further divided into 2 Groups.





## Video



Click on the video.

Unit 5:  
General Staff Functions

Visual 5.13

**Visual Description:** Video: Operations Section: Expanding and Contracting

## Key Points

This video presentation describes how the Operations Section can expand and contract based on the needs of the incident. (A complete transcript of the video appears on the next page.)



**Jot down some notes, issues, or questions that you may want to address during the discussion following the video.**

**Transcript: Operations Section: Expanding and Contracting**

The Incident Commander or Operations Section Chief at an incident may work initially with only a few single resources or staff members. The Operations Section usually develops from the bottom up. The organization will expand to include needed levels of supervision as more and more resources are deployed.

Task Forces are a combination of mixed resources with common communications operating under the direct supervision of a Leader. Task Forces can be versatile combinations of resources and their use is encouraged. The combining of resources into Task Forces allows for several resource elements to be managed under one individual's supervision, thus lessening the span of control of the Supervisor.

Strike Teams are a set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader. Strike Teams are highly effective management units. The foreknowledge that all elements have the same capability and the knowledge of how many will be applied allows for better planning, ordering, utilization, and management.

Single Resources may be individuals, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified supervisor that can be used at an incident.

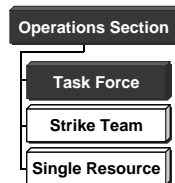
As we covered earlier, it is important to maintain an effective span of control. Maintaining span of control can be done easily by grouping resources into Divisions or Groups.

Another way to add supervision levels is to create Branches within the Operations Section.

At some point, the Operations Section and the rest of the ICS organization will contract. The decision to contract will be based on the achievement of tactical objectives. Demobilization planning begins upon activation of the first personnel and continues until the ICS organization ceases operation.



## Operations Section: Task Forces



**Task Forces are a combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.**



Unit 5:  
General Staff Functions

Visual 5.14

**Visual Description:** Operations Section: Task Forces

### Key Points

Task Forces are a combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.

As the chart on the visual shows, Task Forces are part of the Operations Section.



## Operations Section: Strike Teams

### Operations Section

Task Force

Strike Team

Single Resource

Strike Teams are a set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.



Unit 5:  
General Staff Functions

Visual 5.15

**Visual Description:** Operations Section: Strike Teams

### Key Points

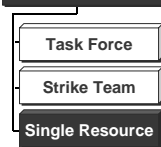
Strike Teams are a set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.

As the chart on the visual shows, Strike Teams are part of the Operations Section.



### Operations Section: Single Resources

#### Operations Section



#### Single Resources may be:

- Individuals.
- A piece of equipment and its personnel complement.
- A crew or team of individuals with an identified supervisor.

Unit 5:  
General Staff Functions

Visual 5.16

**Visual Description:** Operations Section: Single Resources

### Key Points

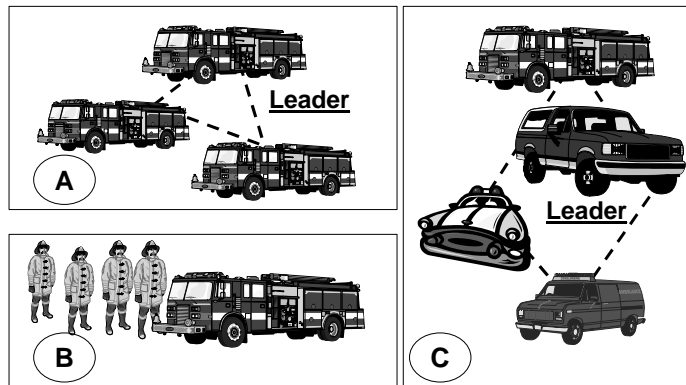
Single Resources may be:

- Individuals.
- A piece of equipment and its personnel complement.
- A crew or team of individuals with an identified supervisor

As the chart on the visual shows, Single Resources are part of the Operations Section.



### Name That Resource . . .



Unit 5:  
General Staff Functions

Visual 5.17

**Visual Description:** Name That Resource

### Key Points



Name the type of resource for each graphic on the visual.

- A. Three identical fire engines. One fire engine is designated the Leader.
- B. Four firefighters and one fire engine.
- C. Fire Engine, Fire Chief's Vehicle (designated as the Leader), Patrol Car, and Ambulance.



## Use of Position Titles

### Using specific ICS position titles:

- Provides a common standard for performance expectations.
- Helps to ensure that qualified individuals fill positions.
- Standardizes communication.
- Describes the responsibilities of the position.

Unit 5:  
General Staff Functions

Visual 5.18

**Visual Description:** Use of Position Titles

## Key Points

Throughout the ICS organization, individuals with primary responsibility positions have distinct titles.

Using specific ICS position titles:

- Provides a common standard for performance expectations.
- Helps ensure that qualified individuals fill positions.
- Standardizes communication.
- Describes the responsibilities of the position.



### ICS Supervisory Position Titles

Titles for all ICS supervisory levels are shown in the table below.

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

Unit 5:  
General Staff Functions

Visual 5.19

**Visual Description:** Table of ICS Supervisory Position Titles

### Key Points

The table below includes titles for all ICS supervisory levels.

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss



### Knowledge Review (1 of 5)

Two Supervisors have been dispatched with resources (personnel and equipment) to evacuate homes within the potential hazard zone. One Supervisor has responsibility for the east side of the community and the other has responsibility for the west side.

What type of ICS organizational structure is being described?



Unit 5:  
General Staff Functions

Visual 5.20

**Visual Description:** Knowledge Review (1 of 5)

### Key Points

Review the following situation:

Two Supervisors have been dispatched with resources (personnel and equipment) to evacuate homes within the potential hazard zone. One Supervisor has responsibility for the east side of the community and the other has responsibility for the west side.

Answer the question below:



What type of ICS organizational structure is being described?



### Knowledge Review (2 of 5)

Several utility crews have been organized under a single Supervisor in order to coordinate their repairs of downed power lines.

What type of ICS organizational structure is being described?



Unit 5:  
General Staff Functions

Visual 5.21

**Visual Description:** Knowledge Review (2 of 5)

### Key Points

Review the following situation:

Several utility crews have been organized under a single Supervisor in order to coordinate their repairs of downed power lines.

Answer the question below:



What type of ICS organizational structure is being described?



### Knowledge Review (3 of 5)

HazMat specialists, sanitation workers, and disposal equipment are grouped together, under the direct supervision of a Leader, to handle the removal of hazardous waste.

What type of ICS organizational structure is being described?



Unit 5:  
General Staff Functions

Visual 5.22

**Visual Description:** Knowledge Review (3 of 5)

### Key Points

Review the following situation:

HazMat specialists, sanitation workers, and disposal equipment are grouped together, under the direct supervision of a Leader, to handle the removal of hazardous waste.

Answer the question below:

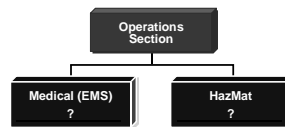


What type of ICS organizational structure is being described?



### Knowledge Review (4 of 5)

As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas that are managed by a Supervisor.



On the organizational chart, the title of each component would be a \_\_\_\_\_.

Unit 5:  
General Staff Functions

Visual 5.23

**Visual Description:** Knowledge Review (4 of 5)

### Key Points

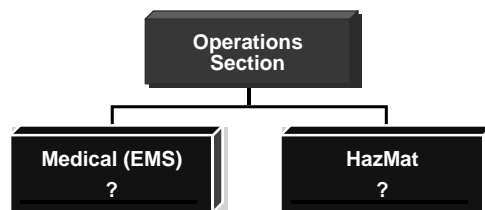
Review the following situation:

As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas that are managed by a Supervisor.

Insert the correct word or words that accurately completes the sentence below.



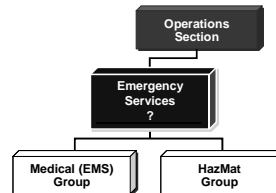
**On the organizational chart, the title of each component would be a \_\_\_\_\_.**





### Knowledge Review (5 of 5)

As the operation expands even further, the Operations Section Chief appoints a Director to manage the Groups.



On the organizational chart, the title of the organizational component managed by a Director would be called the Emergency Services \_\_\_\_\_.

Unit 5:  
General Staff Functions

Visual 5.24

**Visual Description:** Knowledge Review (5 of 5)

### Key Points

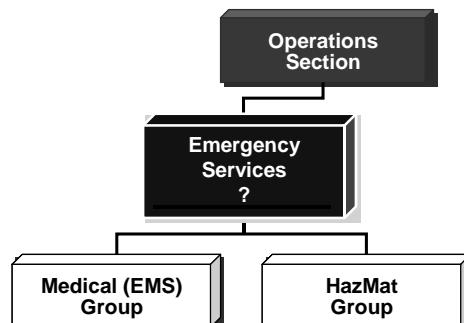
Review the following situation:

As the operation expands even further, the Operations Section Chief appoints a Director to manage the Groups.

Insert the correct word or words that accurately completes the sentence below.



On the organizational chart, the title of the organizational component managed by a Director would be called the Emergency Services \_\_\_\_\_.





### Audio: Planning Section Chief



Planning Section Chief



Click icon to play.

#### Audio Key Points:

##### The Planning Section Chief:

- Gathers, analyzes, and disseminates information and intelligence.
- Manages the planning process.
- Compiles the Incident Action Plan.
- Manages Technical Specialists.

Unit 5:  
General Staff Functions

Visual 5.25

**Visual Description:** Planning Section Chief

### Key Points



**Jot down some notes while listening to an audio clip of a Planning Section Chief describing his job.** (A complete transcript appears below.)

### Transcript:

My job is to gather and analyze information so that we'll be ready for tomorrow and the next day. I'm responsible for intelligence and information gathering, analysis, and dissemination. Also, our Section manages the planning process and compiles the Incident Action Plan using input from the rest of the organization.

For large incidents, and when the Incident Commander has directed, we will develop a written Incident Action Plan. I also may be responsible for managing the activities of Technical Specialists, who are individuals with technical knowledge that will be useful in the management of this incident.

I work closely with the Incident Commander and other members of the General Staff to be sure that information is shared effectively and results in an efficient planning process to meet the needs of the Incident Commander and Operations.



## Planning Section

- Maintains resource status.
- Maintains and displays situation status.
- Prepares the Incident Action Plan.
- Develops alternative strategies.
- Provides documentation services.
- Prepares the Demobilization Plan.
- Provides a primary location for Technical Specialists assigned to an incident.



Unit 5:  
General Staff Functions

Visual 5.26

**Visual Description:** Planning Section

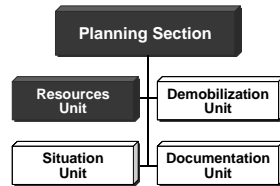
## Key Points

The roles and responsibilities for the rest of the Planning Section include:

- Maintains resource status.
- Maintains and displays situation status.
- Prepares the Incident Action Plan.
- Develops alternative strategies.
- Provides documentation services.
- Prepares the Demobilization Plan.
- Provides a primary location for Technical Specialists assigned to an incident.



### Planning Section: Resources Unit



- Conducts all check-in activities and maintains the status of all incident resources.
- Plays a significant role in preparing the written Incident Action Plan.



Unit 5:  
General Staff Functions

Visual 5.27

**Visual Description:** Planning Section: Resources Unit

### Key Points

The Planning Section can be further staffed with four Units:

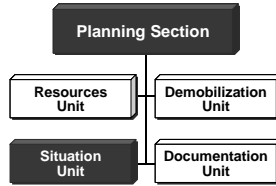
- Resources Unit
- Situation Unit
- Demobilization Unit
- Documentation Unit

The role of the Resources Unit includes:

- Conducts all check-in activities and maintains the status of all incident resources.
- Plays a significant role in preparing the written Incident Action Plan.



### Planning Section: Situation Unit



- Collects and analyzes information on the current situation.
- Prepares situation displays and situation summaries.
- Develops maps and projections.



Unit 5:  
General Staff Functions

Visual 5.28

**Visual Description:** Planning Section: Situation Unit

### Key Points

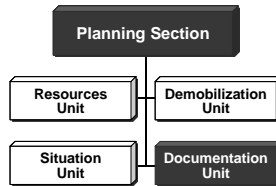
The Planning Section may also include a Situation Unit.

The Situation Unit:

- Collects and analyzes information on the current situation.
- Prepares situation displays and situation summaries.
- Develops maps and projections.



### Planning Section: Documentation Unit



- Provides duplication services, including the written Incident Action Plan.
- Maintains and archives all incident-related documentation.



Unit 5:  
General Staff Functions

Visual 5.29

**Visual Description:** Planning Section: Documentation Unit

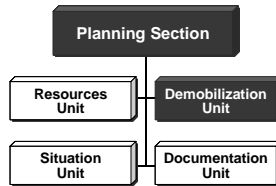
### Key Points

The next Planning Section Unit—the Documentation Unit—does the following:

- Provides duplication services, including the written Incident Action Plan.
- Maintains and archives all incident-related documentation.



### Planning Section: Demobilization Unit



Assists in ensuring that resources are released from the incident in an orderly, safe, and cost-effective manner.



Unit 5:  
General Staff Functions

Visual 5.30

**Visual Description:** Planning Section: Demobilization Unit

### Key Points

The last Planning Section Unit—the Demobilization Unit—assists in ensuring that resources are released from the incident in an orderly, safe, and cost-effective manner.



### **Planning Section: Technical Specialists**

- Provide special expertise useful in incident management and response.
- May be assigned to work in the Planning Section or in other Sections.



Unit 5:  
General Staff Functions

Visual 5.31

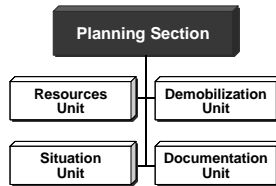
**Visual Description:** Planning Section: Technical Specialists

### **Key Points**

The Planning Section may also include Technical Specialists who provide special expertise. They may be assigned to work in the Planning Section or in other Sections.



### Knowledge Review (1 of 3)



If you needed copies made of the Incident Action Plan, which Unit would you go to?

Unit 5:  
General Staff Functions

Visual 5.32

**Visual Description:** Knowledge Review – If you needed copies made of the Incident Action Plan, which Unit would you go to? The options are Resources Unit, Demobilization Unit, Situation Unit, or Documentation Unit.

### Key Points

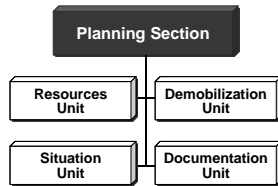
Answer the question below:



If you needed copies made of the Incident Action Plan, which Planning Section Unit would you go to?



### Knowledge Review (2 of 3)



If you needed a map of the incident area, which Unit would you go to?

Unit 5:  
General Staff Functions

Visual 5.33

**Visual Description:** Knowledge Review – If you needed a map of the incident area, which Unit would you go to? The options are Resources Unit, Demobilization Unit, Situation Unit, or Documentation Unit.

### Key Points

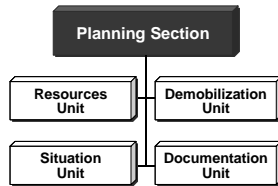
Answer the question below:



If you needed a map of the incident area, which Planning Section Unit would you go to?



### Knowledge Review (3 of 3)



If you needed to check in at an incident, which Unit would you go to?

Unit 5:  
General Staff Functions

Visual 5.34

**Visual Description:** Knowledge Review – If you needed to check in at an incident, which Unit would you go to? The options are Resources Unit, Demobilization Unit, Situation Unit, or Documentation Unit.

### Key Points

Answer the question below:



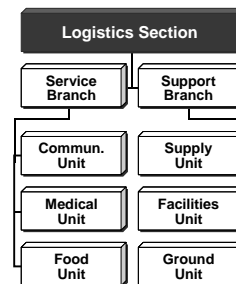
If you needed to check in at an incident, which Planning Section Unit would you go to?



## Logistics Section

### Responsible for:

- Communications.
- Medical support to incident personnel.
- Food for incident personnel.
- Supplies.
- Facilities.
- Ground support.



Unit 5:  
General Staff Functions

Visual 5.35

**Visual Description:** Logistics Section with an organizational chart showing the Service Branch and its Units (Communications Unit, Medical Unit, Food Unit) and the Support Branch and its Units (Supply Unit, Facilities Unit, Ground Unit)

## Key Points

The Incident Commander will determine if there is a need for a Logistics Section. The size of the incident, complexity of support needs, and incident length will determine whether a separate Logistics Section is established.

The Logistics Section is responsible for:

- Communications.
- Medical support to incident personnel.
- Food for incident personnel.
- Supplies.
- Facilities.
- Ground support.

As the chart on the visual shows, the Logistics Section can include two Branches and six Units:

- Service Branch: Communications Unit, Medical Unit, Food Unit
- Support Branch: Supply Unit, Facilities Unit, Ground Unit



### Audio: Logistics Section Chief



Logistics Section Chief



Click icon to play.

#### Audio Key Points:

##### The Logistics Section Chief:

- Provides resources and services required to support incident activities.
- Develops portions of Incident Action Plan and forwards them to Planning Section.
- Contracts for and purchases goods and services needed at the incident.

Unit 5:  
General Staff Functions

Visual 5.36

**Visual Description:** Logistics Section Chief

### Key Points



**Jot down some notes while listening to an audio clip of a Logistics Section Chief describing his role in the ICS.** (A complete transcript appears below.)

### Transcript:

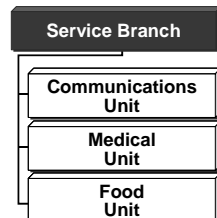
Logistics can make or break an incident response. I assist the Incident Commander by providing the resources and services required to support incident activities. I coordinate my activities very closely with the other members of the Command and General Staff.

The Logistics Section develops several portions of the written Incident Action Plan and forwards them to the Planning Section. Logistics and Finance have to work closely to contract for and purchase goods and services needed at the incident. I may have up to six Unit Leaders who report to me. When an incident becomes highly complex, I need them all. So, I would have to reduce my span of control by ordering Service and Support Branch Directors to supervise the Unit Leaders.



### Logistics Section: Service Branch

The Service Branch may be made up of the following Units:



Unit 5:  
General Staff Functions

Visual 5.37

**Visual Description:** Logistics Section: Service Branch

### Key Points

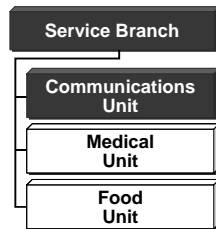
The Logistics Section may include two Branches – the Service Branch and the Support Branch.

The Service Branch may include the following Units:

- Communications Unit
- Medical Unit
- Food Unit



### Service Branch: Communications Unit



- Prepares and supports the Incident Communication Plan (ICS Form 205).
- Distributes and maintains communications equipment.
- Supervises the Incident Communications Center.
- Ensures adequate communications over the incident.

Unit 5:  
General Staff Functions

Visual 5.38

**Visual Description:** Service Branch: Communications Unit

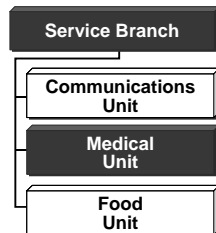
### Key Points

#### The Communications Unit:

- Prepares and supports the Incident Communication Plan (ICS Form 205).
- Distributes and maintains communications equipment.
- Supervises the Incident Communications Center.
- Establishes adequate communications over the incident.



### Service Branch: Medical Unit



- Develops the Medical Plan (ICS Form 206).
- Provides first aid and light medical treatment.
- Prepares procedures for a major medical emergency.

Unit 5:  
General Staff Functions

Visual 5.39

**Visual Description:** Service Branch: Medical Unit

### Key Points

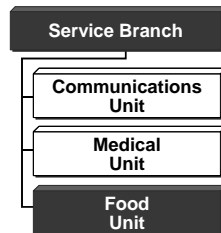
The Service Branch may also include a Medical Unit.

#### The Medical Unit:

- Develops the Medical Plan (ICS Form 206).
- Provides first aid and light medical treatment.
- Prepares procedures for a major medical emergency.



### Service Branch: Food Unit



- Supplies the food and potable water.
- Obtains equipment and supplies to operate food service facilities.

Unit 5:  
General Staff Functions

Visual 5.40

**Visual Description:** Service Branch: Food Unit

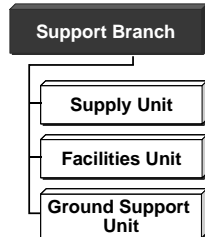
### Key Points

#### The Food Unit:

- Supplies the food and potable water.
- Obtains equipment and supplies to operate food service facilities.



### Logistics Section: Support Branch



Unit 5:  
General Staff Functions

Visual 5.41

**Visual Description:** Logistics Section: Support Branch

### Key Points

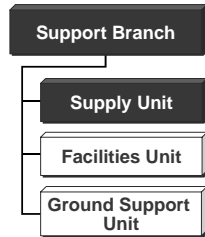
In addition to the Service Branch, there also may be a Support Branch in the Logistics Section.

The Support Branch may include a:

- Supply Unit
- Facilities Unit
- Ground Support Unit



### Support Branch: Supply Unit



- Assists in determining the type and amount of supplies needed to support the incident.
- Orders, receives, stores, and distributes supplies.
- Services nonexpendable equipment.
- Places all resource orders.
- Maintains inventory of supplies and equipment.

Unit 5:  
General Staff Functions

Visual 5.42

**Visual Description:** Support Branch: Supply Unit

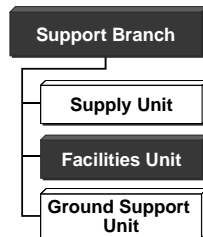
### Key Points

#### The Supply Unit:

- Assists in determining the type and amount of supplies needed to support the incident.
- Orders, receives, stores, and distributes supplies.
- Services nonexpendable equipment.
- Places all resource orders.
- Maintains inventory of supplies and equipment.



### Support Branch: Facilities Unit



- Sets up and maintains facilities.
- Provides managers for Base and Camps.
- Provides facility security and maintenance services (sanitation, lighting, cleanup).



Unit 5:  
General Staff Functions

Visual 5.43

**Visual Description:** Support Branch: Facilities Unit

### Key Points

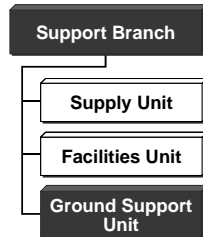
There may also be a Facilities Unit as part of the Support Branch.

### The Facilities Unit:

- Sets up and maintains facilities.
- Provides managers for Base and Camps.
- Provides facility security and maintenance services (sanitation, lighting, cleanup).



### Support Branch: Ground Support Unit



- Prepares the Transportation Plan.
- Arranges for, activates, and documents the fueling and maintenance of ground resources.
- Arranges for transportation of personnel, supplies, food, and equipment.



Unit 5:  
General Staff Functions

Visual 5.44

**Visual Description:** Support Branch: Ground Support Unit

### Key Points

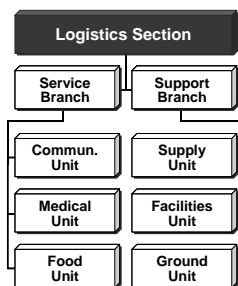
The Support Branch may also have a Ground Support Unit.

### The Ground Support Unit:

- Prepares the Transportation Plan.
- Arranges for, activates, and documents the fueling and maintenance of ground resources.
- Arranges for transportation of personnel, supplies, food, and equipment.



### Knowledge Review (1 of 4)



If the lighting at the Incident Command Post was not operating properly, which Unit would do the repairs?

Unit 5:  
General Staff Functions

Visual 5.45

**Visual Description:** Knowledge Review - If the lighting at the Incident Command Post was not operating properly, which Unit would do the repairs? The options are: Communications Unit, Medical Unit, Food Unit, Supply Unit, Facilities Unit, or Ground Unit.

### Key Points

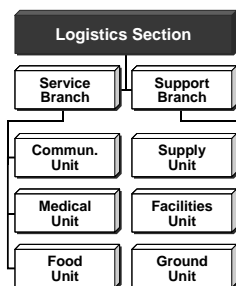
Answer the question below:



If the lighting at the Incident Command Post was not operating properly, which Unit would do the repairs?



### Knowledge Review (2 of 4)



Which Unit would arrange transport of personnel from the northernmost point of the incident area to the Base?

Unit 5:  
General Staff Functions

Visual 5.46

**Visual Description:** Knowledge Review - Which Unit would arrange transport of personnel from the northernmost point of the incident area to the Base? The options are: Communications Unit, Medical Unit, Food Unit, Supply Unit, Facilities Unit, or Ground Unit.

### Key Points

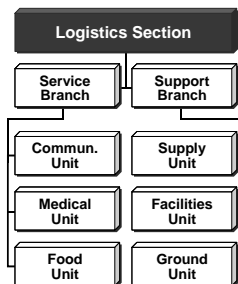
Answer the question below:



Which Unit would arrange transport of personnel from the northernmost point of the incident area to the Base?



### Knowledge Review (3 of 4)



If your radio was not working properly, which Unit would you go to?

Unit 5:  
General Staff Functions

Visual 5.47

**Visual Description:** Knowledge Review - If your radio was not working properly, which Logistics Section Unit would you go to? The options are: Communications Unit, Medical Unit, Food Unit, Supply Unit, Facilities Unit, or Ground Unit.

### Key Points

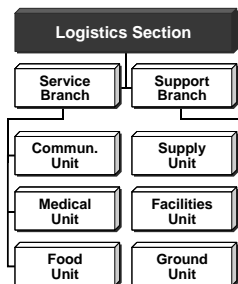
Answer the question below:



If your radio was not working properly, which Logistics Section Unit would you go to?



### Knowledge Review (4 of 4)



If you needed to place an order for additional protective equipment, which Logistics Section Unit would you go to?

Unit 5:  
General Staff Functions

Visual 5.48

**Visual Description:** Knowledge Review – If you needed to place an order for additional protective equipment, which Logistics Section Unit would you go to? The options are: Communications Unit, Medical Unit, Food Unit, Supply Unit, Facilities Unit, or Ground Unit.

### Key Points

Answer the question below:



If you needed to place an order for additional protective equipment, which Logistics Section Unit would you go to?

**Audio: Finance/Administration Section Chief**Finance/Administration  
Section Chief

Click icon to play.

**Audio Key Points:****The Finance/Admin Section Chief:**

- Is responsible for financial and cost analysis.
- Oversees contract negotiations.
- Tracks personnel and equipment time.
- Processes claims for accidents and injuries.
- Works with Logistics to ensure resources are procured.

Unit 5:  
General Staff Functions

Visual 5.49

**Visual Description:** Finance/Administration Section Chief**Key Points**

**Jot down some notes while listening to an audio clip of the Finance/Administration Section Chief describing her role in the ICS.** (A complete transcript appears below.)

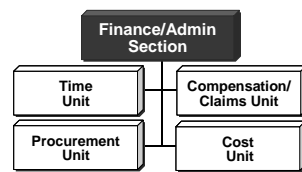
**Transcript:**

I'm the one who worries about paying for the response efforts. I'm responsible for all of the financial and cost analysis aspects of an incident. These include contract negotiation, tracking personnel and equipment time, documenting and processing claims for accidents and injuries occurring at the incident, and keeping a running tally of the costs associated with the incident. Sometimes I wish I had financial veto authority, but I don't.

Because of the large scope of some incidents, the number of agencies involved, and the amount of financial activity it will generate, I might need to activate all four units that report to me. These include the Time, Cost, Compensation and Claims, and Procurement Units. I coordinate with all members of the Command and General Staff, but I work most closely with Logistics to be sure that we are able to contract for and procure the resources necessary to manage an incident.



### Finance/Administration Section



- Contract negotiation and monitoring
- Timekeeping
- Cost analysis
- Compensation for injury or damage to property

Unit 5:  
General Staff Functions

Visual 5.50

**Visual Description:** Finance/Administration Section

### Key Points

The Finance/Administration Section is responsible for:

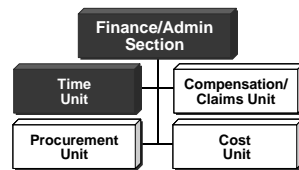
- Contract negotiation and monitoring.
- Timekeeping.
- Cost analysis.
- Compensation for injury or damage to property.

The Finance/Administration Section may include the following Units:

- Time Unit
- Procurement Unit
- Compensation/Claims Unit
- Cost Unit



### Finance/Admin Section: Time Unit



Responsible for incident personnel time recording.

Unit 5:  
General Staff Functions

Visual 5.51

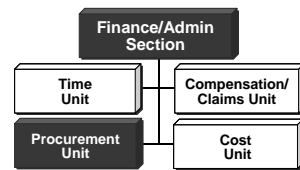
**Visual Description:** Finance/Administration Section: Time Unit

### Key Points

The Time Unit is responsible for incident personnel time recording.



### Finance/Admin Section: Procurement Unit



Responsible for administering all financial matters pertaining to:

- Vendor contracts.
- Leases.
- Fiscal agreements.

Unit 5:  
General Staff Functions

Visual 5.52

**Visual Description:** Finance/Administration Section: Procurement Unit

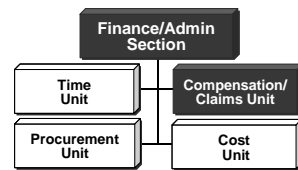
### Key Points

The Procurement Unit is responsible for administering all financial matters pertaining to:

- Vendor contracts.
- Leases.
- Fiscal agreements.



### Finance/Admin Section: Comp/Claims Unit



Responsible for management and direction of administrative matters pertaining to:

- Compensation for injury.
- Claims-related activities kept for the incident.

Unit 5:  
General Staff Functions

Visual 5.53

**Visual Description:** Finance/Administration Section: Compensation/Claims Unit

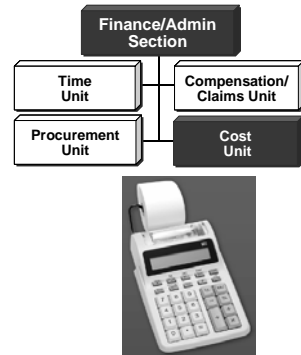
### Key Points

The Compensation/Claims Unit is responsible for management and direction of administrative matters pertaining to:

- Compensation for injury.
- Claims-related activities kept for the incident.



### Finance/Admin Section: Cost Unit



- Collects all cost data.
- Performs cost effectiveness analyses.
- Provides cost estimates.
- Makes cost savings recommendations.

Unit 5:  
General Staff Functions

Visual 5.54

**Visual Description:** Finance/Administration Section: Cost Unit

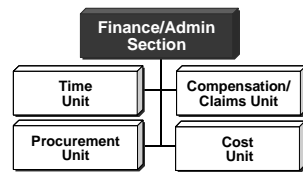
### Key Points

The last Unit in the Finance/Administration Section is the Cost Unit. The Cost Unit:

- Collects all cost data.
- Performs cost effectiveness analyses.
- Provides cost estimates.
- Makes cost savings recommendations.



### Knowledge Review (1 of 3)



If you wanted to confirm that your pay was correct, which Unit would you go to?

Unit 5:  
General Staff Functions

Visual 5.55

**Visual Description:** Knowledge Review: If you wanted to confirm that your pay was correct, which Unit would you go to? The options are the Time Unit, Procurement Unit, Compensation/Claims Unit, or Cost Unit.

### Key Points

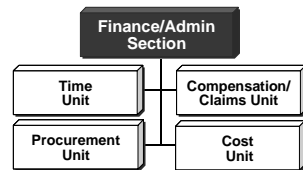
Answer the question below:



If you wanted to confirm that your pay was correct, which Unit would you go to?



### Knowledge Review (2 of 3)



If you were injured at an incident, which Unit would you go to?

Unit 5:  
General Staff Functions

Visual 5.56

**Visual Description:** Knowledge Review – If you were injured at an incident, which Unit would you go to? The options are the Time Unit, Procurement Unit, Compensation/Claims Unit, or Cost Unit.

### Key Points

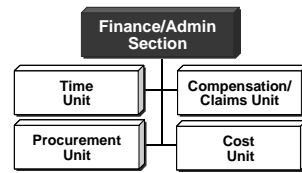
Answer the question below:



If you were injured at an incident, which Unit would you go to?



### Knowledge Review (3 of 3)



If you needed to lease equipment, which Unit would you go to?

Unit 5:  
General Staff Functions

Visual 5.57

**Visual Description:** Knowledge Review – If you needed to lease equipment, which Unit would you go to? The options are the Time Unit, Procurement Unit, Compensation/Claims Unit, or Cost Unit.

### Key Points

Answer the question below:



If you needed to lease equipment, which Unit would you go to?

**General Staff Functions: Case Study (1 of 7)**

**Instructions:** Read the scenario below and then answer the question.

**The Scenario:** At 4:30 p.m. on a chilly autumn day, a parent calls 911 to report a missing 3-year-old child. The child was outside playing and may have wandered off into a vast wooded area adjacent to the home. A local police officer arrives at the scene, establishing the initial ICS organization.

In the ICS organization described above, Police Officer Unit 1 has assumed which role?

?

(Police Officer Unit 1)

Unit 5:  
General Staff Functions

Visual 5.58

**Visual Description:** General Staff Functions: Case Study (1 of 7)

**Key Points**

Review the following scenario.

At 4:30 p.m. on a chilly autumn day, a parent calls 911 to report a missing 3-year-old child. The child was outside playing and may have wandered off into a vast wooded area adjacent to the home. A local police officer arrives at the scene, establishing the initial ICS organization.



**In the ICS organization described above, Police Officer Unit 1 has assumed which role?**



### General Staff Functions: Case Study (2 of 7)

#### The Scenario Continues:

A Police Chief arrives at the scene, along with news crews and numerous volunteers.

What must happen before the Chief assumes the Incident Commander role?



Unit 5:  
General Staff Functions

Visual 5.59

**Visual Description:** General Staff Functions: Case Study (2 of 7)

### Key Points

Review the following scenario.

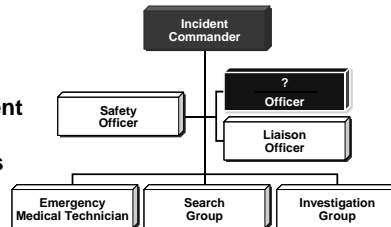
A Police Chief arrives at the scene, along with news crews and numerous volunteers.



**What must happen before the Chief assumes the Incident Commander role?**

**General Staff Functions: Case Study (3 of 7)****The Scenario Continues:**

A transfer of command briefing occurs and the Chief assumes the Incident Commander role. All Command Staff positions are filled.



What is the correct title of the Command Staff member who will manage the media and ensure that the correct messages are communicated?

Unit 5:  
General Staff Functions

Visual 5.60

**Visual Description:** General Staff Functions: Case Study (3 of 7)

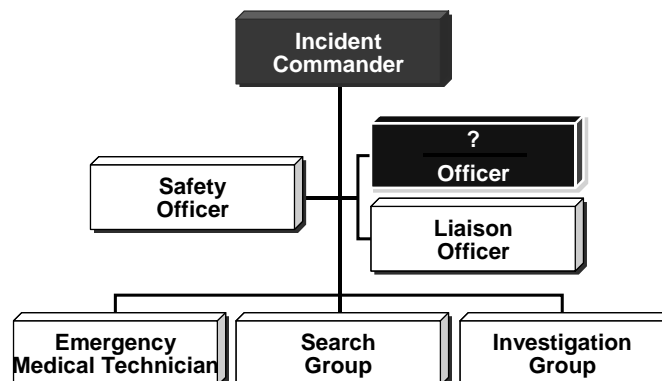
**Key Points**

Review the following scenario.

The Chief assumes the Incident Commander role and assigns personnel to fill all Command Staff positions.



What is the correct title of the Command Staff member who will manage the media and ensure that the correct messages are communicated?



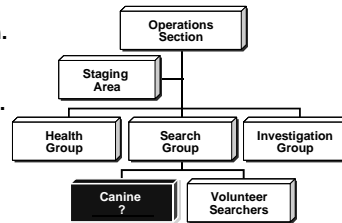


### General Staff Functions: Case Study (4 of 7)

#### The Scenario Continues:

The Incident Commander establishes an Operations Section.

Within the Search Group, four canine search teams are assigned. The teams have identical resources. The teams are using common communications and are operating under the direct supervision of a Leader.



What is the correct title of this organization?  
If the resources continue to expand, what might the Operations Section Chief do?

Unit 5:  
General Staff Functions

Visual 5.61

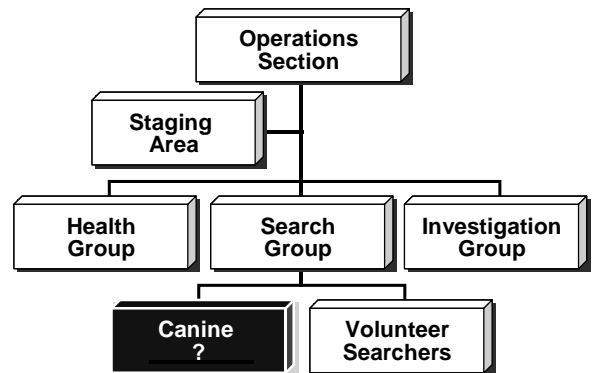
**Visual Description:** General Staff Functions: Case Study (4 of 7)

### Key Points

Review the following scenario.

The Incident Commander establishes an Operations Section. Within the Search Group, four canine search teams are assigned. The teams have identical resources. The teams are using common communications and are operating under the direct supervision of a Leader.

Caption: Organizational chart showing the Operations Section. Reporting to the Operations Section are the following: Staging Area, Health Group, Search Group, Investigation Group, Canine [?], and Volunteer Searchers.



**What is the correct title of this organization?**



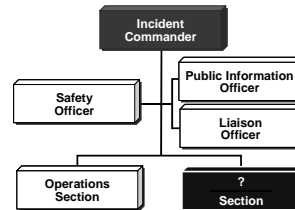
**If the resources continue to expand, what might the Operations Section Chief do?**



### General Staff Functions: Case Study (5 of 7)

#### The Scenario Continues:

After the first hour, the Incident Commander establishes a second Section that will develop the Incident Action Plan and track the status of resources on the scene.



What is the correct title of this Section?

Unit 5:  
General Staff Functions

Visual 5.62

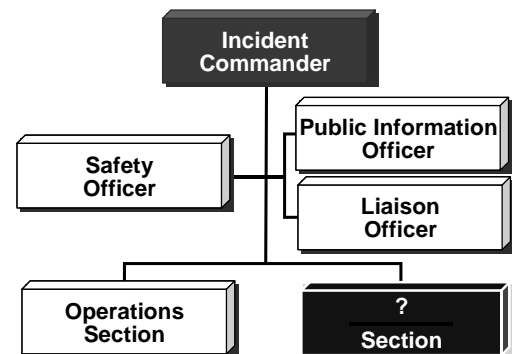
**Visual Description:** General Staff Functions: Case Study (5 of 7)

### Key Points

Review the following scenario.

After the first hour, the Incident Commander establishes a second Section that will develop the Incident Action Plan and track the status of resources on the scene.

Caption: Organizational chart with Incident Commander, Command Staff, and Operations Section. A second Section has been added.



What is the correct title of this Section?



### General Staff Functions: Case Study (6 of 7)

#### The Scenario Continues:

As night falls, more than 100 personnel are on the scene searching for the missing child. Given the number of personnel on the scene, there is a need to provide meals, food, first aid, and rest areas for responders.



Which Section is responsible for providing these support resources?

Unit 5:  
General Staff Functions

Visual 5.63

**Visual Description:** General Staff Functions: Case Study (6 of 7)

### Key Points

Review the following scenario.

As night falls, more than 100 personnel are on the scene searching for the missing child. Given the number of personnel on the scene, there is a need to provide meals, food, first aid, and rest areas for responders.



**Which Section is responsible for providing these support resources?**

**General Staff Functions: Case Study (7 of 7)****The Scenario Continues:**

Just before noon the child is found.

Which resources would you demobilize first? Why?



Unit 5:  
General Staff Functions

Visual 5.64

**Visual Description:** General Staff Functions: Case Study (7 of 7)

**Key Points**

Review the following scenario.

Just before noon the child is found.



**Which resources would you demobilize first? Why?**

## Topic

## Summary



### Summary

Are you able to describe the roles and functions of the:

- Operations Section?
- Planning Section?
- Logistics Section?
- Finance/Administration Section?



Unit 5:  
General Staff Functions

Visual 5.65

**Visual Description:** Summary

### Key Points

Are you now able to describe the role and function of the:

- Operations Section?
- Planning Section?
- Logistics Section?
- Finance/Administration Section?

The next unit will focus on ICS facilities.

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## Unit 6: ICS Facilities

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## Unit 6: ICS Facilities



**Visual Description:** Unit Introduction

### Key Points

This unit covers ICS facilities.



### Unit Objectives

- Describe the six basic ICS facilities.
- Identify facilities that may be located together.
- Identify facility map symbols.



Unit 6:  
ICS Facilities

Visual 6.2

**Visual Description:** Unit Objectives

### Key Points

By the end of this unit, you should be able to:

- Describe the six basic ICS facilities.
- Identify facilities that may be located together.
- Identify facility map symbols.



## Predesignated Incident Facilities

Incident facilities are:

- Established by the Incident Commander depending on the requirements and complexity of the incident or event.
- Activated only when needed. Some incidents may require facilities not included on the standard list.



Unit 6:  
ICS Facilities

Visual 6.3

**Visual Description:** Predesignated Incident Facilities

### Key Points

Incident facilities are:

- Established by the Incident Commander depending on the requirements and complexity of the incident or event.
- Activated only when needed. Some incidents may require facilities not included on the standard list.



## Video



Click on the video.

Unit 6:  
ICS Facilities

Visual 6.4

**Visual Description:** Video: Incident Facilities Virtual Tour

## Key Points

This video presentation will take you on a virtual tour of Incident Facilities. (A complete transcript of the video appears on the next page.)



**Jot down some notes, issues, or questions that you may want to address during the discussion following the video.**

**Transcript: Incident Facilities Virtual Tour**

The Incident Command Post, or ICP, is the location from which the Incident Commander oversees all incident operations. There is generally only one ICP for each incident or event, but it may change locations during the event. Every incident or event must have some form of an Incident Command Post. The ICP may be located in a vehicle, trailer, tent, or within a building. The ICP will be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command. The ICP will be designated by the name of the incident (e.g., Trail Creek ICP).

Staging Areas are temporary locations at an incident where personnel and equipment are kept while waiting for tactical assignments. The resources in the Staging Area are always in available status. Staging Areas should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone. There may be more than one Staging Area at an incident. Staging Areas can be collocated with the ICP, Bases, Camps, Helibases, or Helispots.

A Base is the location from which primary logistics and administrative functions are coordinated and administered. The Base may be collocated with the Incident Command Post. There is only one Base per incident, and it is designated by the incident name. The Base is established and managed by the Logistics Section. The resources in the Base are always out of service.

A Camp is the location where resources may be kept to support incident operations if a Base is not accessible to all resources. Camps are temporary locations within the general incident area, which are equipped and staffed to provide food, water, sleeping areas, and sanitary services. Camps are designated by geographic location or number. Multiple Camps may be used, but not all incidents will have Camps.

A Helibase is the location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fueling and maintenance. The Helibase is usually designated by the name of the incident (e.g., Trail Creek Helibase).

Helispots are more temporary locations at the incident, where helicopters can safely land and take off. Multiple Helispots may be used.



## Incident Facilities: Review (1 of 6)



Symbol

### Incident Command Post (ICP):

- Is the location from which the Incident Commander oversees all incident operations.
- May change locations during the event.
- May be located in a vehicle, trailer, tent, or within a building.
- Should be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command.

Every incident must have some form of an Incident Command Post.

Unit 6:  
ICS Facilities

Visual 6.5

**Visual Description:** Incident Facilities Review

## Key Points

Note the following points about the Incident Command Post.

### Incident Command Post (ICP):

- Is the location from which the Incident Commander oversees all incident operations.
- May change locations during the event.
- May be located in a vehicle, trailer, tent, or within a building.
- Should be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command.

Every incident must have some form of an Incident Command Post.



**List considerations that are important when deciding where to locate the Incident Command Post.**



## Incident Facilities: Review (2 of 6)



Symbol

### Staging Areas:

- Are temporary locations at an incident where personnel and equipment are kept while waiting for tactical assignments. The resources in the Staging Area are always in available status. There may be more than one Staging Area at an incident.
- Should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone.
- May be collocated with the ICP, Bases, Camps, Helibases, or Helispots.

Unit 6:  
ICS Facilities

Visual 6.6

**Visual Description:** Incident Facilities Review

## Key Points

Note the following points about Staging Areas.

Staging Areas:

- Are temporary locations at an incident where personnel and equipment are kept while waiting for tactical assignments. There may be more than one Staging Area at an incident.
- Should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone.
- May be collocated with the ICP, Bases, Camps, Helibases, or Helispots.

Note: Resources in the Staging Area are always in available status. Therefore, resources that are resting or sleeping would NOT be in the Staging Area.



### Incident Facilities: Review (3 of 6)



Symbol

**Base:**

- Is the location from which primary logistics and administrative functions are coordinated and administered. There is only one Base per incident, and it is designated by the incident name.
- May be collocated with the Incident Command Post.
- Is established and managed by the Logistics Section. The resources in the Base are always out of service.

Unit 6:  
ICS Facilities

Visual 6.7

**Visual Description:** Incident Facilities Review

### Key Points

Note the following points about the Base.

The Base:

- Is the location from which primary logistics and administrative functions are coordinated and administered. There is only one Base per incident, and it is designated by the incident name.
- May be collocated with the Incident Command Post.
- Is established and managed by the Logistics Section.

Note: Resources in the Base are always out of service.



## Incident Facilities: Review (4 of 6)



Symbol

### Camps:

- Are where resources may be kept to support incident operations if a Base is not accessible to all resources. Multiple Camps may be used, but not all incidents will have Camps.
- Are temporary locations within the general incident area that are equipped and staffed to provide food, water, sleeping areas, and sanitary services.
- Are designated by geographic location or number.

Unit 6:  
ICS Facilities

Visual 6.8

**Visual Description:** Incident Facilities Review

## Key Points

Note the following points about Camps.

Camps:

- Are where resources may be kept to support incident operations if a Base is not accessible to all resources. Multiple Camps may be used, but not all incidents will have Camps.
- Are temporary locations within the general incident area that are equipped and staffed to provide food, water, sleeping areas, and sanitary services.
- Are designated by geographic location or number.

Not all incidents have camps. A hotel or feeding area can be a camp. A camp does not have to be a location with tents.



### Incident Facilities: Review (5 of 6)



- A Helibase is the location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fueling and maintenance.



Symbols

- Helispots are more temporary locations at the incident, where helicopters can safely land and take off. Multiple Helispots may be used.



Unit 6:  
ICS Facilities

Visual 6.9

**Visual Description:** Incident Facilities Review

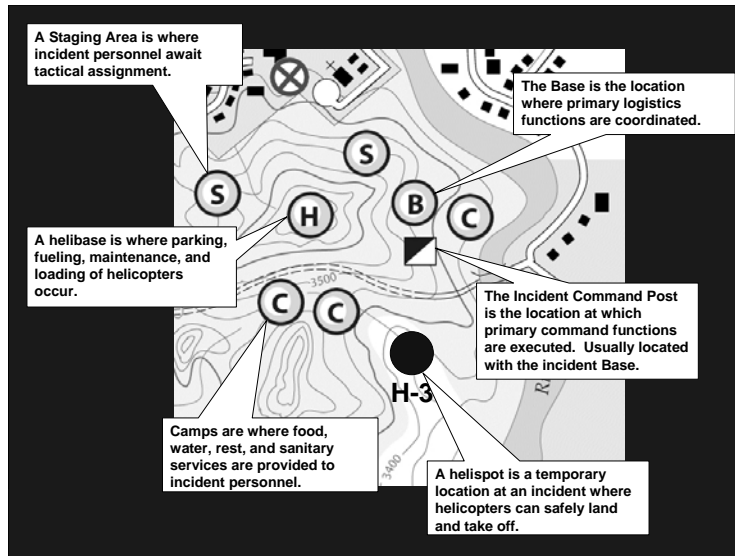
### Key Points

Note the following Incident Facilities points:

- A Helibase is the location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fueling and maintenance.
- Helispots are more temporary locations at the incident, where helicopters can safely land and take off. Multiple Helispots may be used.

## Topic

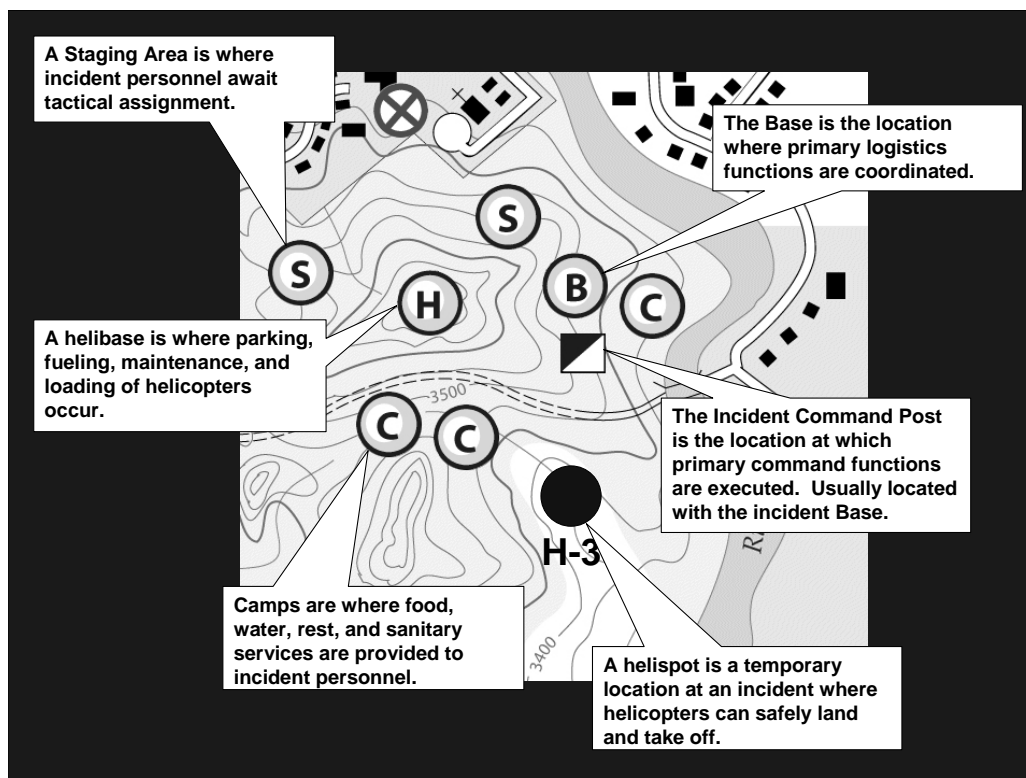
## Incident Facilities: Review



**Visual Description:** Incident Facilities Map

### Key Points

Review the following summary of incident facilities:





### Knowledge Review (1 of 6)

**Instructions:** Answer the question below.

Where would you find  
search and rescue teams  
that are awaiting tactical  
assignments?

Unit 6:  
ICS Facilities

Visual 6.11

**Visual Description:** Where would you find search and rescue teams who are awaiting tactical assignments?

### Key Points

Answer the question below:



Where would you find search and rescue teams that are awaiting tactical assignments?



### Knowledge Review (2 of 6)

**Instructions:** Answer the question below.

You are working at an incident in a remote area. A facility has been set up to provide you and other responders with water, food, and areas to nap. What is the ICS term for this facility?

Unit 6:  
ICS Facilities

Visual 6.12

**Visual Description:** You are working at an incident in a remote area. A facility has been set up to provide you and other responders with water, food, and areas to nap. What is the ICS term for this facility?

### Key Points

Read the scenario and answer the question below:

You are working at an incident in a remote area. A facility has been set up to provide you and other responders with water, food, and areas to nap.



**What is the ICS term for this facility?**



### Knowledge Review (3 of 6)

**Instructions:** Answer the question below.

You need to deliver something to the Incident Commander. What is the name of the location from which the Incident Commander oversees incident operations?

Unit 6:  
ICS Facilities

Visual 6.13

**Visual Description:** You need to deliver something to the Incident Commander. What is the name of the location from which the Incident Commander oversees incident operations?

### Key Points

Read the scenario and answer the question below:

You need to deliver something to the Incident Commander.



**What is the name of the location from which the Incident Commander oversees incident operations?**



### Knowledge Review (4 of 6)

**Instructions:** Answer the question below.

You need to refuel a helicopter that is being used to transport incident personnel. What incident facility would you go to?

Unit 6:  
ICS Facilities

Visual 6.14

**Visual Description:** You need to refuel a helicopter that is being used to transport incident personnel. What incident facility would you go to?

### Key Points

Read the scenario and answer the question below:

You need to refuel a helicopter that is being used to transport incident personnel.



**What incident facility would you go to?**



### Knowledge Review (5 of 6)

**Instructions:** Answer the question below.

You need to copy some maps and submit an order for supplies. What incident facility would you go to?

Unit 6:  
ICS Facilities

Visual 6.15

**Visual Description:** You need to copy some maps and submit an order for supplies. What incident facility would you go to?

### Key Points

Read the scenario and answer the question below:

You need to copy some maps and submit an order for supplies.



**What incident facility would you go to?**



### **Knowledge Review (6 of 6)**

**Instructions:** Answer the question below.

What is the name of the temporary ICS facility where helicopters can land and take off?

Unit 6:  
ICS Facilities

Visual 6.16

**Visual Description:** What is the name of the temporary ICS facility where helicopters can land and take off?

### **Key Points**

Answer the question below:



What is the name of the temporary ICS facility where helicopters can land and take off?

## Topic

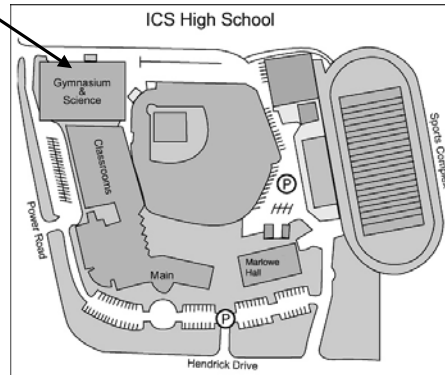
## Activity: Locate the ICS Facilities

**Activity: Locate the ICS Facilities**

Severe weather caused the collapse of the school gymnasium.

More than 50 students are critically injured. Numerous resources are on scene or have been dispatched including MedEvac helicopters.

It is projected that the operations will continue for at least the next 15 hours.



Unit 6:  
ICS Facilities

Visual 6.17

**Visual Description:** Activity: Locate the ICS Facilities

**Key Points****Review the following scenario:**

- Severe weather caused the collapse of the school gymnasium.
- More than 50 students are critically injured. Numerous resources are on scene or have been dispatched including MedEvac helicopters.
- It is projected that the operations will continue for at least the next 15 hours.

**Instructions:** Follow the steps below to complete this activity:

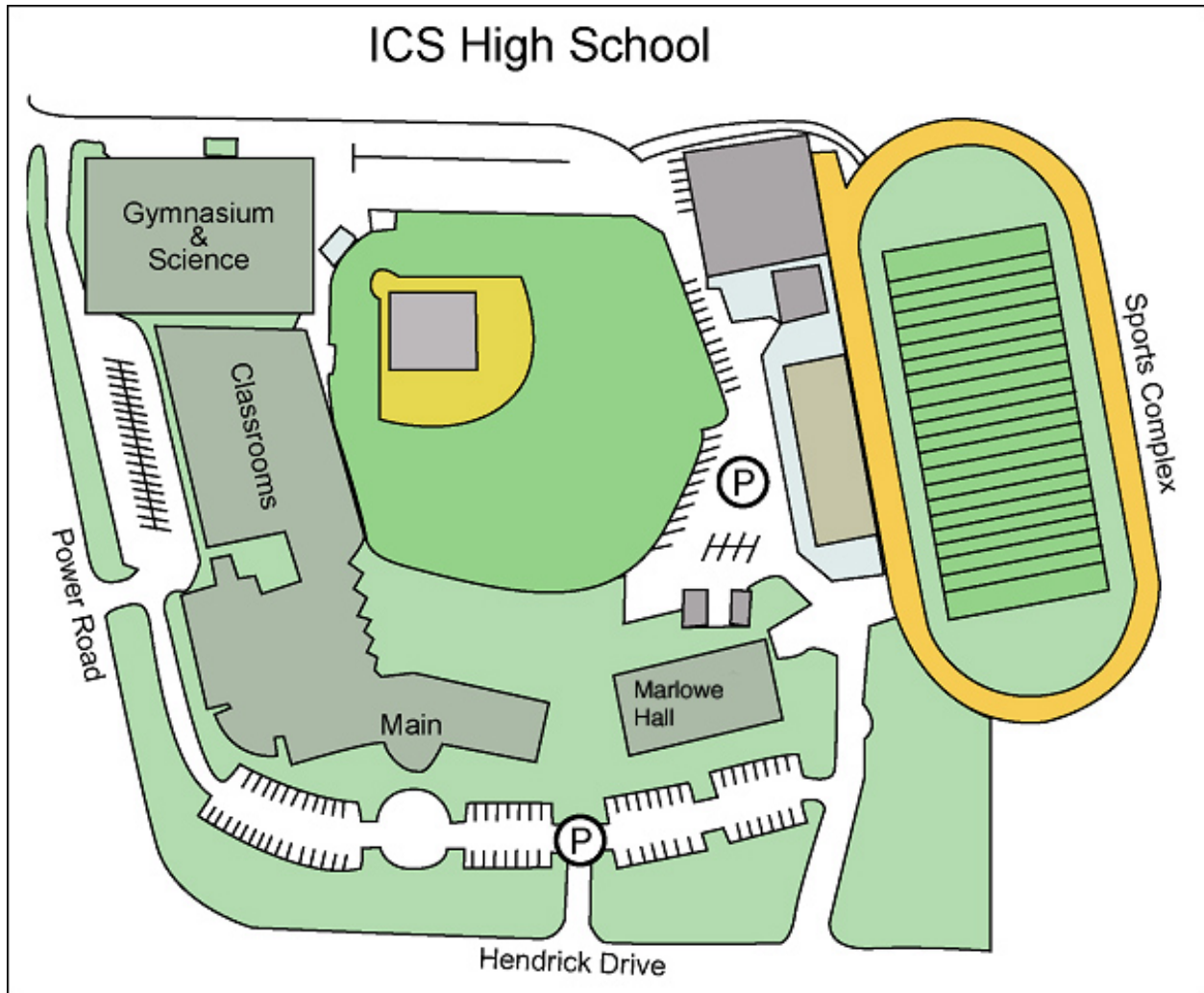
1. Work as a team to review the scenario presented.
1. Determine which ICS facilities are required.
2. Indicate where the ICS facilities will be located on the larger version of the map. (See the next page.)
3. Select a spokesperson for your group and be prepared to present in 5 minutes.



**Determine which ICS facilities are required. (Write these on chart paper.)**



**Indicate where the ICS facilities will be located. (Write these on chart paper.)**





## Summary

Do you know how to:

- Describe the six basic ICS facilities?
- Identify facilities that may be located together?
- Identify facility map symbols?

Unit 6:  
ICS Facilities

Visual 6.18

**Visual Description:** Summary

## Key Points

Are you now able to:

- Describe the six basic ICS facilities?
- Identify facilities that may be located together?
- Identify facility map symbols?

The next unit will review common responsibilities.

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## Unit 7: Common Responsibilities

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## Unit 7: Common Responsibilities



**Visual Description:** Unit Introduction

### Key Points

This unit provides an overview of common responsibilities.



### Unit Objectives

- Describe common mobilization responsibilities.
- Describe common responsibilities at an incident.
- List individual accountability responsibilities.
- Describe common demobilization responsibilities.



Unit 7:  
Common Responsibilities

Visual 7.2

**Visual Description:** Unit Objectives

### Key Points

By the end of this unit, you should be able to:

- Describe common mobilization responsibilities.
- Describe common responsibilities at an incident.
- List individual accountability responsibilities.
- Describe common demobilization responsibilities.



## Mobilization

- Only mobilize to an incident when requested or when dispatched by an appropriate authority.
- Make sure that you receive a complete deployment briefing.



Unit 7:  
Common Responsibilities

Visual 7.3

### Visual Description:

### Key Points

Remember: You should only mobilize to an incident when requested or when dispatched by an appropriate authority. The first ICS responsibility is to avoid self-dispatching or freelancing!

When possible, responders should get a complete deployment briefing.



### Deployment Briefing

- ✓ Descriptive location and response area
- ✓ Incident check-in location
- ✓ Specific assignment (e.g., position, team designation, etc.)
- ✓ Reporting time
- ✓ Communications instructions (e.g., incident frequencies)
- ✓ Special support requirements (e.g., facilities, equipment transportation and off-loading, etc.)
- ✓ Travel arrangements (if needed)

Unit 7:  
Common Responsibilities

Visual 7.4

**Visual Description:** Deployment Briefing Contents

### Key Points

Upon receiving your incident assignment, your deployment briefing will most likely include the following:

- Descriptive location and response area
- Incident check-in location
- Specific assignment (e.g., position, team designation, etc.)
- Reporting time
- Communications instructions (e.g., incident frequencies)
- Special support requirements (e.g., facilities, equipment transportation and off-loading, etc.)
- Travel arrangements (if needed) including authorization for air, rental car, lodging, meals, and incidental expenses



### Discussion Question

If you were deployed outside your home jurisdiction, what should you do to prepare for an extended stay or out-of-jurisdiction travel?

Unit 7:  
Common Responsibilities

Visual 7.5

**Visual Description:** If you were deployed outside your home jurisdiction, what should you do to prepare for an extended stay or out-of-jurisdiction travel?

### Key Points

Answer the question below:



If you were deployed outside your home jurisdiction, what should you do to prepare for an extended stay or out-of-jurisdiction travel?

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**Checklist: Preparing for a Lengthy Deployment Outside Your Jurisdiction**

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- ✓ Assemble a travel kit containing any special technical information (e.g., maps, manuals, contact lists, and reference materials).
  - ✓ Prepare personal items needed for your estimated length of stay, including medications, cash, credit cards, etc.
  - ✓ Ensure that family members know your destination and how to contact you.
  - ✓ Determine appropriate travel authorizations.
  - ✓ Familiarize yourself with travel and transportation arrangements.
  - ✓ Determine your return mode of transportation.
  - ✓ Determine payroll procedures.
  - ✓ Take your passport, if you are going on a foreign assignment.
  - ✓ Review who you will report to and what your position will be.
  - ✓ Establish a clear understanding of your decisionmaking authority.
  - ✓ Determine communications procedures for contacting your headquarters or home office.
  - ✓ Identify purchasing authority and procedures.
  - ✓ Identify procedures for obtaining food and lodging.
-



### **Check-In at the Incident: Purpose**

The check-in process helps to:

- Ensure personnel accountability.
- Track resources.
- Prepare personnel for assignments and reassignments.
- Locate personnel in case of an emergency.
- Establish personnel time records and payroll documentation.
- Plan for releasing personnel.
- Organize the demobilization process.

Unit 7:  
Common Responsibilities

Visual 7.6

**Visual Description:** Check-In at the Incident: Purpose

### **Key Points**

You must check in at the incident. Checking in helps to:

- Ensure personnel accountability.
- Track resources.
- Prepare personnel for assignments and reassignments.
- Locate personnel in case of an emergency.
- Establish personnel time records and payroll documentation.
- Plan for releasing personnel.
- Organize the demobilization process.



### Check-In at the Incident: Procedures

Check in only once at an authorized location:

- At the Incident Command Post
- At the Base or Camp(s)
- At the Staging Areas
- At the helibase
- With the Division/Group Supervisor

Check-in information is usually recorded on ICS Form 211, Check-In List.



Unit 7:  
Common Responsibilities

Visual 7.7

**Visual Description:** Check-In at the Incident: Procedures

### Key Points

You should check in **only once** at an authorized location. Check-in locations are usually:

- At the Incident Command Post.
- At the Base or Camp(s).
- At the Staging Areas.
- At the helibase.
- With the Division/Group Supervisor.

Check-in information is usually recorded on ICS Form 211, Check-In List.



### Knowledge Review

**Instructions:** Answer the question below.

You arrive at your deployment location and complete your check-in at the Incident Command Post. The next day you report to begin working in the Logistics Section at the Base.

Do you need to check in again when you report to Base?

Unit 7:  
Common Responsibilities

Visual 7.8

**Visual Description:** Knowledge Review

### Key Points

Read the following scenario and answer the question below:

You arrive at your deployment location and complete your check-in at the Incident Command Post. The next day you report to begin working in the Logistics Section at the Base.



**Do you need to check in again when you report to Base?**

## Topic

## Initial Incident Briefing



### Initial Incident Briefing

Make sure that you receive an initial incident briefing.

- |   |   |
|---|---|
| ✓ Current situation assessment and objectives | ✓ Procedural instructions for obtaining additional resources  |
| ✓ Specific job responsibilities               | ✓ Safety hazards and required safety procedures/Personal Protective Equipment (PPE), as appropriate |
| ✓ Location of work area                       |   |

Unit 7:  
Common Responsibilities

Visual 7.9

**Visual Description:** Initial Incident Briefing:

### Key Points

After check-in, you will need to locate your incident supervisor and obtain their initial briefing. This briefing will most likely include:

- Current situation assessment and incident objectives.
- Specific job responsibilities.
- Location of work area.
- Procedural instructions for obtaining resources (additional supplies, services, and personnel).
- Safety hazards and required safety procedures/Personal Protective Equipment (PPE), as appropriate.



### Discussion Questions

Why is incident recordkeeping important?

What are the challenges for maintaining records at an incident?

Unit 7:  
Common Responsibilities

Visual 7.10

**Visual Description:** Discussion Questions - Why is incident recordkeeping important? What are the challenges for maintaining records at an incident?

### Key Points

Answer the questions below:



Why is incident recordkeeping important?



What are the challenges for maintaining records at an incident?



### Keep Accurate Incident Records

- Print or type all entries.
- Enter dates in month/day/year format.
- Use military 24-hour time. Use local time.
- Enter date and time on all forms and records.
- Fill in all blanks. Use N/A as appropriate.
- Section Chiefs and above assign a recordkeeper (scribe).



Unit 7:  
Common Responsibilities

Visual 7.11

**Visual Description:** Keep Accurate Incident Recordkeeping

### Key Points

All incidents require some form of recordkeeping. Requirements vary depending upon the agencies involved and the nature of the incident. Note the following general recordkeeping guidelines:

- Print or type all entries.
- Enter dates in month/day/year format.
- Use military 24-hour time. Use local time.
- Enter date and time on all forms and records.
- Fill in all blanks. Use N/A as appropriate.
- Section Chiefs and above assign a recordkeeper (scribe).



### Supervisory Responsibilities

If you are a supervisor, you must:

- Maintain a daily Unit Log (ICS Form 214) indicating the names of personnel assigned and a listing of the major activities that occurred during the operational periods to which you were assigned.
- Provide briefings to your subordinates, adjacent forces, and replacement personnel.



Unit 7:  
Common Responsibilities

Visual 7.12

**Visual Description:** Supervisory Responsibilities

### Key Points

If you are a supervisor, you must:

- Maintain a daily Unit Log (ICS Form 214) indicating the names of personnel assigned and a listing of the major activities that occurred during the operational periods to which you were assigned.
- Provide briefings to your subordinates, adjacent forces, and replacement personnel.



### Be Accountable for Your Actions

- Maintain chain of command and unity of command. Take direction from a single supervisor.
- Communicate potential hazards and changing conditions using clear text and Plain English.
- Act professionally and avoid/report prohibited activities such as:
  - Sexual harassment or discrimination.
  - Use of illegal drugs or alcohol.

Unit 7:  
Common Responsibilities

Visual 7.13

**Visual Description:** Be Accountable for Your Actions

### Key Points

You must be accountable for your personal actions by:

- Maintaining chain of command and unity of command, and taking direction from a single supervisor.
- Communicating potential hazards and changing conditions using clear text and Plain English.
- Acting professionally and avoiding/reporting prohibited activities such as:
  - Sexual harassment or discrimination.
  - Use of illegal drugs or alcohol.

Remember: Incident response can produce high-stress situations. Be patient and act in a professional manner at all times.



### Discussion Question

Before leaving an  
incident, what should  
you do?

Unit 7:  
Common Responsibilities

Visual 7.14

**Visual Description:** Discussion Question: Before leaving an incident, what should you do?

### Key Points

Answer the question below:



Before leaving an incident, what should you do?



### When Demobilizing (1 of 2)

- Complete all work assignments and required forms/reports.
- Brief replacements, subordinates, and supervisor.
- Evaluate the performance of subordinates.
- Follow incident and agency check-out procedures.
- Provide followup contact information.



Unit 7:  
Common Responsibilities

Visual 7.15

**Visual Description:** Incident Demobilization (1 of 2)

### Key Points

Agency requirements for demobilization may vary considerably. The points below are general demobilization guidelines.

- Complete all work assignments and required forms/reports.
- Brief replacements, subordinates, and supervisor.
- Evaluate the performance of subordinates.
- Follow incident and agency check-out procedures.
- Provide followup contact information.

(These guidelines continue on the next page.)



### When Demobilizing (2 of 2)

- Return any incident-issued equipment or other nonexpendable supplies.
- Complete post-incident reports, critiques, evaluations, and medical followup.
- Complete any administration issues.
- Upon arrival at home, notify the home unit (i.e., whoever is tracking you) of your arrival and ensure your readiness for your next assignment.

Unit 7:  
Common Responsibilities

Visual 7.16

**Visual Description:** Incident Demobilization (2 of 2)

### Key Points

General demobilization guidelines include:

- Return any incident-issued equipment or other nonexpendable supplies.
- Complete post-incident reports, critiques, evaluations, and medical followup.
- Complete all payment and/or payroll issues or obligations.
- Upon arrival at home, notify the home unit (i.e., whoever is tracking you) of your arrival and ensure your readiness for your next assignment.

## Topic

## Summary



### Summary

Are you able to:

- Describe common mobilization responsibilities?
- Describe common responsibilities at an incident?
- List individual accountability responsibilities?
- Describe common demobilization responsibilities?

Unit 7:  
Common Responsibilities

Visual 7.17

**Visual Description:** Summary

### Key Points

Are you now able to:

- Describe common mobilization responsibilities?
- Describe common responsibilities at an incident?
- List individual accountability responsibilities?
- Describe common demobilization responsibilities?

The next unit will provide a summary of the course.

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## Unit 8: Course Summary

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## Unit 8: Course Summary



**Visual Description:** Unit Introduction

### Key Points

This unit will summarize the lessons learned in ICS-100.

## Topic

## Review ICS-100 Course Objective



### Review ICS-100 Course Objective

Are you now able to . . .  
. . . Describe the Incident Command  
System (ICS) organization?



Unit 8:  
Course Summary

Visual 8.2

**Visual Description:** Review ICS-100 Course Objective

### Key Points

As part of the course summary, you should consider the following questions:



**Did the course meet your learning objectives?**



**Are you now able to describe the Incident Command System (ICS) organization?**



**Do you have any additional questions?**



## Taking the Exam

### Instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
  2. Make sure that you get all of your questions answered prior to beginning the final test.
  3. When taking the test . . .
    - Read each item carefully.
    - Circle your answer on the test.
    - Check your work and transfer your answers to the computer-scan (bubble) answer sheet or enter the answers online.
- ➔ You may refer to your Student Manuals when completing this test.

Unit 8:  
Course Summary

Visual 8.3

**Visual Description:** Taking the Exam

## Key Points

### Instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
  - Read each item carefully.
  - Circle your answer on the test.
  - Check your work and transfer your answers to the computer-scan (bubble) answer sheet or enter the answers online.

Note: You may refer to your Student Manual when completing the test.

### Certificate of Completion

To receive a certificate of completion, you must take the 25-question multiple-choice posttest, submit an answer sheet (to EMI's Independent Study Office), and score 75% on the test.

Review the following guidelines to submit your test online, and receive a certificate in the mail.

- Go to <http://training.fema.gov/EMIWeb/IS/> and click on the link for ICS-100.
- Click on "Download Final Exam Questions" (found at the bottom of the page). You may want to print the test.
- Click on "Take Final Exam" (found at the bottom of the page).



## Feedback



**Please complete the  
course evaluation  
form.**

**Your comments are  
important!**

Unit 8:  
Course Summary

Visual 8.4

**Visual Description:** Feedback

## Key Points

Thank you for completing the course evaluation form. Your comments are important and will be used to evaluate the effectiveness of this course and make changes for future versions.